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This study involves all distributive education state supervisory and teacher education personnel in the United States, 48 distributive education teacher coordinators, and 400 distributive workers at the entry, supervisory, and management levels. This document, Volume IV, includes the critical tasks competencies needed to perform the tasks, and a cross tabulation of competencies needed by workers in selected categories for the areas of hotel-motel and restaurants. Volume II (VT 005 974) and Volume III (VT 005 975) include the same information for the areas of department stores, variety stores, food stores, service stations, and wholesaling. Volume I (VT 005 973) includes a philosophy of distributive education, the critical tasks of the high school distributive education teacher coordinator, the professional competencies needed to perform the critical tasks, the technical competencies needed to develop identified competencies of selected distributive workers, and a cross tabulation of competencies needed by selected distributive workers. Volume V (VT 009 085) includes final reports of Phases II and III of the study. (MM)

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A COMPETENCY PATTERN APPROACH to CURRICULUM CONSTRUCTION in DISTRIBUTIVE TEACHER EDUCATION

Final Report of Research Project

Supported
By

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The Vocational Act of 1963. P. L. 88-210 Section 4(c)

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December 31, 1967

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PREFACE

The report of the research project, "A Competency Pattern Approach to Curriculum Construction in Distributive Teacher Education," is presented in four volumes.

Volume I includes a Philosophy of Distributive Education, the Critical Tasks of the High School Distributive Education Teacher-Coordinator, the Professional Competencies Needed to Perform the Critical Tasks, the Technical Competencies Needed to Develop Identified Competencies of Selected Distributive Workers and a Cross-Tabulation of Competencies Needed by Selected Distributive Workers. This volume also includes a selected bibliography, samples of inquiry forms, additional statistical ayalyses and profiles of participants in the study.

Volumes II, III and IV include the Critical Tasks of Selected Distributive Workers, Competencies Needed to Perform the Tasks, and a Cross-Tabulation of Competencies Needed by Workers in Selected Categories of Business. Special recognition is due to O. Rebecca Hawkins, Assistant Project Director, for the painstaking work she did in developing the materials for these volumes. The volumes are organized as follows:

Volume II : Department Stores
Variety Stores
Volume III: Food Stores
Service Stations
Wholesaling
Volume IV : Hotels/Motels
Restaurants

Research workers who are concerned with curriculum research regarding teacher education will find Volume I to be of particular interest.

Curriculum workers concerned with high school, post secondary and adult distributive education curriculums will find the data in Volumes II, III and IV to be helpful. For a complete report of the methods used in obtaining the data included in these volumes and for concepts and generalizations concerning marketing and economics, the reader should refer to Chapter V, Volume I.

HOTEL/MOTEL

CRITICAL TASKS IN SELECTED JOBS

COMPETENCIES REQUIRED TO PERFORM THE TASKS

COMMON CORE OF COMPETENCIES

CHAPTER XII

CRITICAL TASKS AND COMPETENCIES IN THE HOTEL/MOTEL CATEGORY

Purpose: The specific purpose of this part of Step IV of the research study, "A Competency Pattern Approach to Curriculum Construction in Distributive Teacher Education," was to determine the critical tasks required by distributive workers in the hotel/motel category and to determine the competencies needed to perform these tasks.

DESIGN OF THE STUDY[23]

As explained in Chapter V, Volume I, the critical tasks performed by workers in selected jobs in the hotel/motel category were identified through structured interviews. The pattern of interviewing in the hotel/motel field varied from the established pattern for other categories. The pattern for other categories, with the exception of wholesaling, was to interview a full-time employee and the supervisor of that employee in each job in a two-step career continuum. Interviews concerning the same job were scheduled in Richmond, Roanoke and Wytheville, Virginia. The Hotel/Motel Advisory Committee identified certain jobs for study which were not available in all three locations. Some of the jobs did not follow a job progression in terms of a change in job title. Advancement for an individual in such jobs (example, recreation director) is made through larger responsibilities within that job either in the same location or in a different location. For this reason, interviews were held in Virginia resort hotels as well as in hotels and motels in the three cities mentioned above. Another variation in the pattern was in the number of interviews. In some cases, it was not possible to study the same job in three locations; in other instances, only one interview concerning a job could be scheduled in a particular location. The largest number of interviews concerning one job title was nine; the smallest number was two. (Limited interviews concerned such jobs as "executive chef" and "recreation director.") The listing of Entry, Career and Specialist Jobs is on page 946. The Advisory Committee also reviewed the items in the pre-coded Interview Guide, a sample of which is in Appendix B, Volume I.

A tentative list of competencies needed to perform the identified critical tasks was drawn from the literature and from discussions with authorities in hotel and motel operation. This list was evaluated by paired distributive specialists - one member from the Hotel/Motel Advisory Committee and a member of the Educational Institute of the American Hotel and Motel Association with previous experience in distributive teacher education. These distributive specialists also evaluated the selection of jobs which seemed to require the competency.

ANALYSIS AND INTERPRETATION OF THE DATA

Critical Tasks: In Tables 274 through 311 the responses of supervisors and employees in selected hotels and motels are given. In instances where a majority of respondents indicated that they never performed a listed task, that task was deleted. Tasks that were added to the list of tasks on the pre-coded Interview

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[23] See Chapter V, Volume I, for a complete explanation of the procedures used in Step IV.

Guide are listed below each table. These additional tasks were not submitted to other respondents, but were discussed with the distributive specialists who served on this part of the research and were considered in developing needed competencies.

The data are organized in this way: Specific job duties and related job duties (tasks related to sales promotion, stock and customer contacts) are provided for each of the 17 jobs in Tables 274 - 307. Data concerning in-hotel/motel contacts, out-of-hotel/motel contacts, supervisory responsibilities and equipment and materials are provided in Tables 308 - 311. The reader should refer to the listing of Entry, Career and Specialist Jobs, page 946, for job titles to which the job numbers in the tables correspond. Competency clues regarding accommodations and facilities and hotel/motel policies and procedures are given on pages 1023 - 1025. Workers who indicated the need for these competencies are identified by job number under each category.

Competencies: Competencies needed to perform the critical tasks are organized into eight areas: advertising, communications, human relations, mathematics, merchandising, operation and management, product and/or service technology and selling. The area of display was deleted in this category. Knowledges and understandings, skills and attitudes are presented under each of the eight areas. Job numbers of workers who need the competency are given below each competency. The reader should note that the job number for the manager and the executive assistant are the same. In addition to the above competencies, it is assumed that in order to enter and advance in a distributive occupation workers need an understanding of basic concepts concerning marketing and economics. Some basic concepts and generalizations concerning marketing and economics are included in Chapter V, Volume I.

Core of Competencies: Tables 312 - 319 give a cross-tabulation of competencies needed by workers in the hotel/motel jobs included in the study. The clusters of competencies show a common core of competencies needed by a number of workers. The reader should refer to the list of competencies, pages 1026 - 1066, to identify the competency to which a competency number corresponds. For example, Knowledge (area of Advertising) competency # 13, found on page 1026, reads, "Knowledge of the types of information or events which might be of interest to the public from a public relations or publicity standpoint." This competency is considered necessary for job number 35, sales manager; job number 16, assistant manager; and job number 22, manager, as shown in the Entry, Career and Specialist Jobs, page 946. The reader will note that there are some missing competency numbers in the list of competencies. This is due to the fact that competencies required of all 70 jobs included in the study are numbered consistently throughout the study. If a certain competency is not needed by workers in hotels and motels that competency is omitted in the hotel/motel competency list, but will appear in other lists. This numbering scheme was used to facilitate cross-tabulation of competencies in the seven categories of business, as presented in Tables 30 - 38, Volume I.

HOTEL/MOTEL ENTRY, CAREER AND SPECIALIST JOBS

3	Purchasing Agent
16	Assistant Manager
19	Cashier
22	Manager
22	Executive Assistant
26	Bellman (porter)
27	Bell Captain
28	Service Superintendent
29	Room Clerk
30	Reservation Manager
31	Night Auditor (Manager)
32	Chef
33	Catering Manager
34	Executive Housekeeper
35	Sales Manager
36	Building Superintendent
37	Recreation Director

TABLE 274

JOB TITLE: BELLMAN/PORTER
JOB NUMBER: 26
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)					CRITICAL TASKS
S	E	S	E	S	E	S	E	S	
1	1	1	1	1	1	1	1	1	1. Carries baggage for arriving guests
1	1	1	1	3	2	1	1	2	2. Escorts guest to registration desk
1	1	1	1	2	2	1	1	1	3. Receives key for guest's room
1	1	1	1	2	2	1	1	1	4. Escorts guest to room
1	1	1	1	2	2	1	1	1	5. Deposits baggage in room
1	1	1	1	2	1	1	1	1	6. Opens windows, adjusts radiators and turns on lights
1	1	1	1	2	1	1	1	1	7. Makes sure room is equipped with towels, soap, stationery and other supplies
1	1	3	1	3	1	1	1	2	8. Telephones operator in presence of guest if the latter wishes to be called at a certain hour
1	1	1	1	2	1	1	1	3	9. Collects guest's linen or suits for cleaning
1	1	1	1	2	1	1	1	1	10. Returns to bellman's desk in lobby after showing a guest to his room
3	3	1	1	3	3	1	1	1	11. Pages guests in lobby, dining room or other area
1	1	1	1	3	1	1	1	1	12. Supplies information about hotel/motel facilities and services
1	1	1	1	2	1	1	1	1	13. Assists departing guests with luggage
1	1	1	1	3	1	2	2	3	14. Notifies bell captain about unusual occurances
1	1	1	1	1	1	1	1	1	15. Maintains orderliness in lobby, lounges and public rooms by picking up newspapers, emptying ash trays, straightening cushions and replenishing supplies in writing desks
1	1	1	1	2	1	1	1	1	16. Suggests use of hotel or motel services such as dining room and room service
1	1	1	1	1	1	1	1	1	17. Delivers packages for guests and performs other errands
1	1	1	1	2	1	1	1	1	18. Anticipates guests' wants and needs
1	1	2	1	3	3	1	2	2	19. Helps sell room accomodations by showing rooms to potential guests
1	3	2	1	3	2	1	1	1	20. Makes minor room repairs and adjustments
1	1	1	1	2	1	1	1	1	21. Explains to guests the location of ice and soft drink machines
1	1	1	1	2	1	3	3	1	22. Explains to guests how to regulate thermostatic controls in the room
1	1	1	1	2	1	2	1	1	23. Delivers messages for guests
1	1	1	1	2	1	1	1	1	24. Explains use of features of the room such as television, radio, night lock and telephone
1	1	1	1	2	1	1	1	1	25. Gives directions

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 274 (continued)

JOB TITLE: BELLMAN/PORTER
JOB NUMBER: 26
SPECIFIC JOB DUTIES

TASKS ADDED BY INTERVIEWEES:

1. Locks gates to swimming pool and turns off lights at night
2. Helps with serving guests in the dining room during rush peridos

TABLE 275

JOB TITLE: BELLMAN/PORTER
JOB NUMBER: 26
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)					CRITICAL TASKS
S	E	S	E	S	E	S	E	S	
2	3	3	1	3	3	1	1	3	1. Arranges registration desk so that it is neat - never cluttered
2	3	1	1	3	1	3	1	3	2. Develops lighting arrangements suitable to the lobby or other publicly-used rooms
1	1	1	1	3	1	1	1	1	3. Wears clean, attractive uniforms in accordance with the policies of the hotel or motel
3	2	3	1	1	1	3	1	2	4. Turns on electric signs or display lighting
1	1	1	1	3	1	2	1	2	5. Directs customers' attention to displays of maps and places of interest
2	2	1	1	1	1	3	1	3	6. Displays posters of special events in the community for tourists to see
1	1	1	1	1	1	3	3	3	7. Displays a listing of meetings being held in the establishment with date, time and location
1	1	1	1	1	1	1	3	2	8. Calls guests' attention to directional signs
1	1	3	1	3	1	1	1	2	9. Supplies customers information on advertised services and facilities
2	3	3	1	3	1	2	3	3	10. Reads own and competitor's newspaper or trade journal ads
1	1	3	3	2	3	1	1	2	11. Points out advertised services or facilities to guests
1	1	1	1	1	1	1	1	1	12. Promotes the hotel or motel by giving immediate and courteous service to guests
1	1	3	1	2	1	3	1	3	13. Offers customers free copies of community events brochures or entertainment brochures

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 275 (continued)

JOB TITLE: BELLMAN/PORTER
JOB NUMBER: 26
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)					CRITICAL TASKS
S	E	S	E	S	E	S	E	S	
1	1	3	3	2	3	3	3	2	1. Takes stock inventory count
1	1	1	1	1	3	3	2	3	2. Inspects rooms for damages or pilferage
3	3	1	1	1	1	1	1	2	3. Dusts or cleans furniture in lobby or public rooms

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 275 (continued)

JOB TITLE: BELLMAN/PORTER
JOB NUMBER: 26
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)				.	CRITICAL TASKS
S	E	S	E	S	E	S	E	S	
1	1	1	1	1	1	1	1	1	1. Gives directions to guests
3	1	2	2	3	1	1	1	2	2. Adjusts guests' complaints about rooms or service
1	1	1	1	2	1	1	1	2	3. Makes suggestions to guests for entertainment, sightseeing, etc.
1	1	1	1	1	1	1	1	2	4. Suggests good restaurants to guests

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 276

JOB TITLE: BELL CAPTAIN
JOB NUMBER: 27
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)						CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	3	1. Organizes the work of bellmen
1	1	1	1	1	3	2. Delegates duties to each bellman
1	1	1	1	1	1	3. Inspects bellmen for neatness
1	1	1	2	1	1	4. Trains new bellmen
1	1	1	1	1	1	5. Serves special or distinguished guests personally
3	2	3	3	1	1	6. Keeps time records
1	3	3	1	1	1	7. Determines work schedules
2	1	2	2	3	3	8. Handles complaints of guests
1	1	1	1	1	1	9. Helps guests arrange transportation
1	2	1	1	2	1	10. Interviews applicants and recommends hiring
1	2	1	1	1	1	11. Works out travel schedules for guests
1	2	1	1	2	3	12. Obtains transportation tickets for guests
2	3	3	2	2	3	13. Obtains theater or other entertainment tickets for guests
1	1	1	1	1	1	14. Gives directions
1	1	1	1	1	3	15. Calls bellmen to escort guests to rooms
1	1	1	1	1	1	16. Advises bellmen on action to take in response to unusual guest requests
1	1	1	1	1	1	17. Suggests use of hotel facilities and services to guests
1	1	1	1	1	1	18. Performs duties of subordinates during rush or peak periods

TASKS ADDED BY INTERVIEWEES:

1. Handles registered letters, C.O.D.'s, etc., for hotel (incoming and outgoing)
2. Wraps packages for hotel and guests for mailing purposes
3. Keeps detailed records of all outgoing and incoming mail
4. Makes reservations (theater, etc.) and picks up tickets for guests
5. Sees that bellmen receive their fair share of tips

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 277

JOB TITLE: BELL CAPTAIN
JOB NUMBER: 27
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)						CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	3	3	1. Sees that hotel or motel personnel are dressed neatly and attractively in clean, well-fitting uniforms
1	1	1	1	3	1	2. Wears clean, attractive uniforms in accordance with the policies of the hotel or motel
3	1	1	1	3	3	3. Turns on electric signs or display lighting
1	1	1	1	3	1	4. Directs customers' attention to displays of maps and places of interest
2	2	1	1	3	1	5. Displays posters of special events in the community for tourists to see
1	3	1	1	3	1	6. Displays a listing of meetings being held in the establishment with date, time and location
1	1	1	1	3	1	7. Calls guests' attention to directional signs
1	1	3	3	1	1	8. Supplies guests information on advertised services and facilities
1	1	3	3	1	1	9. Informs hotel or motel personnel involved about advertised services and facilities
1	1	1	1	1	1	10. Promotes the hotel or motel by giving immediate and courteous service to guests
1	1	3	3	1	1	11. Offers guests free copies of community events brochures or entertainment brochures

TASKS ADDED BY INTERVIEWEES:

1. Keeps the lobby clean by picking up things, straightening brochures and map racks

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 277 (continued)

JOB TITLE: BELL CAPTAIN
JOB NUMBER: 27
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT. SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)						CRITICAL TASKS
S	E	S	E	S	E	
1	2	1	1	3	3	1. Checks stockroom for depleted supplies
1	1	1	1	3	3	2. Keeps supplies in stockroom or stock closet organized and assessable
2	1	1	1	3	3	3. Inspects rooms for damages or pilferage
3	3	1	1	2	1	4. Calls vendors if cigarette or other machines need refilling
2	2	3	1	3	3	5. Reorders basic stocks and supplies.

TASKS ADDED BY INTERVIEWEES:

1. Observes room conditions and reports to the proper person

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 277 (continued)

JOB TITLE: BELL CAPTAIN
JOB NUMBER: 27
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)						CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives directions to guests
1	1	2	1	2	2	2. Adjusts guests' complaints about rooms or service
1	1	1	1	1	1	3. Makes suggestions to guests for entertainment, sightseeing, etc.
1	1	1	1	1	1	4. Suggests good restaurants to guests

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 278

JOB TITLE: SUPERINTENDENT, SERVICE
JOB NUMBER: 28
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Resort		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Coordinates workers handling baggage, operating elevators and cleaning public areas
2	1	1	1	2	1	2. Hires and discharges personnel
1	1	1	1	1	1	3. Trains and instructs personnel
1	1	1	1	1	1	4. Makes assignments
1	1	1	1	1	1	5. Keeps time records
1	1	1	1	1	1	6. Decides on work schedules
2	1	1	1	1	1	7. Adjusts guests' complaints concerning service personnel
1	1	1	1	1	1	8. Conducts investigations for lost luggage
3	1	1	1	1	1	9. Makes out employee payrolls
2	1	1	1	2	1	10. Handles employee grievances

TASKS ADDED BY INTERVIEWEES:

1. Conducts group meetings of bellmen periodically
2. Obtains information on the number of arriving and departing guests in order to schedule bellmen
3. Checks elevator operators' arrival to be sure all elevators are in operation
4. Meets trains to pick up guests' luggage
5. Keeps records on departures, telegrams and baggage
6. Sees that bellmen sign out when running errands for guests
7. Accepts guests' delivered packages
8. Sends out express baggage for departing guests
9. Receives and ships out materials and supplies used by convention groups
10. Follows up on the service rendered by bellmen to their assigned guests

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 279

JOB TITLE: SUPERINTENDENT, SERVICE
JOB NUMBER: 28
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient		(over 100 rooms)		Resort		CRITICAL TASKS
S	E	S	E	S	E	
3	3	3	1	2	1	1. Develops lighting arrangments suitable to the lobby or other publicly-used rooms
1	1	1	1	1	1	2. Sees that hotel or motel personnel are dressed neatly and attractively in clean, well-fitting uniforms
1	1	1	1	1	1	3. Wears clean, attractive uniforms in accordance with the policies of the hotel or motel
1	1	2	1	2	1	4. Directs guests' attention to displays of maps and places of interest
3	1	3	1	1	1	5. Displays a listing of meetings being held in the establishment with date, time and location
1	1	2	1	2	3	6. Calls guests' attention to directional signs
1	1	3	3	3	1	7. Supplies guests information on advertised services and facilities
1	1	3	3	3	1	8. Points out advertised services or facilities to guests
1	1	1	1	1	1	9. Promotes the hotel or motel by giving immediate and courteous service to guests

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 279 (continued)

JOB TITLE: SUPERINTENDENT, SERVICE
JOB NUMBER: 28
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly. (2) occasionally or (3) never

Transient (over 100 rooms)				Resort		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Checks stockroom for depleted supplies
1	1	1	1	3	1	2. Keeps supplies in stockroom or stock closet organized and assessable
2	2	3	3	3	2	3. Initiates stock inventories
2	2	3	3	3	2	4. Takes stock inventory counts
1	1	1	1	3	3	5. Inspects rooms for damages or pilferage
3	1	1	1	1	1	6. Dusts or cleans furniture in lobby or public rooms
3	3	1	3	1	1	7. Fills out reports on breakage, missing articles, etc.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 279 (continued)

JOB TITLE: SUPERINTENDENT, SERVICE
JOB NUMBER: 28
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Resort		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	3	1	1. Gives directions to guests
2	1	1	2	3	2	2. Adjusts guests' complaints about rooms or service
1	1	1	1	3	2	3. Makes suggestions to guests for entertainment, sightseeing
1	1	1	1	3	3	4. Suggests good restaurants to guests

TASKS ADDED BY INTERVIEWEES:

1. Arranges day trips and transportation for guests

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 280

JOB TITLE: ROOM CLERK
JOB NUMBER: 29
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)							Transient (under 100 rooms)		CRITICAL TASKS
S	E	S	E	E	S	E	S	E	
1	1	1	1	1	1	1	1	1	1. Rents and assigns rooms to guests
1	1	1	1	1	1	1	1	1	2. Greets guests and asks what type of room is desired
1	1	1	1	1	1	3	1	1	3. Quotes prices of rooms, trying to rent more expensive ones first
1	1	1	1	1	2	1	1	1	4. Assists guests in registering for rooms
1	1	1	1	1	1	1	1	1	5. Writes room number on registration card
1	1	1	1	2	1	1	2	1	6. Summons bellman and gives him room key
1	1	1	1	2	1	1	1	1	7. Gives bellman any special instructions
1	1	1	1	1	1	1	1	1	8. Keeps record of rooms occupied
1	1	1	1	1	1	1	1	1	9. Reserves rooms for guests by consulting reservation file
1	1	1	2	1	2	1	2	2	10. Arranges transfer of registered guests to other rooms, making out a transfer slip in duplicate
1	1	1	1	1	1	1	1	3	11. Checks out guests
1	1	1	1	1	1	1	1	3	12. Receives room key from guest
1	1	1	1	1	1	1	1	1	13. Time stamps bill
1	1	1	1	1	1	1	1	2	14. Collects payment
1	1	1	3	1	3	1	1	1	15. Maintains records of guests' accounts
1	1	1	1	1	1	1	1	3	16. Sorts mail
1	1	1	1	1	1	1	1	1	17. Informs guests of services available
1	1	1	1	1	1	1	1	1	18. Makes future reservations
1	3	2	3	1	1	1	1	2	19. Mails reservation acknowledgement to future guests
1	1	1	1	1	1	1	3	3	20. Shows and sells room accomodations
1	1	2	1	1	1	1	1	1	21. Transmits and receives messages by phone, teletypewriter, etc.

TASKS ADDED BY INTERVIEWEES:

1. Supervises porters in absence of assistant manager
2. Sets up tours for guests
3. Issues credit application forms
4. Watches reservations so the front office will not overlook them
5. Trains new front office employees

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 281

JOB TITLE: ROOM CLERK
JOB NUMBER: 29
RELATED JOB DUTIES - SALES PROMOTION

Interviewees indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)							Transient (under 100 rooms)		CRITICAL TASKS
S	E	S	E	E	S	E	S	E	
1	1	1	1	1	1	1	1	1	1. Arranges registration desk so that it is neat - never cluttered
3	3	1	3	1	3	1	1	1	2. Wears clean, attractive uniforms in accordance with the policies of the hotel or motel
2	1	3	3	1	2	1	3	3	3. Displays candy, mints and cigarettes in a convenient place
2	1	1	1	1	1	1	1	2	4. Directs customers' attention to displays of maps and places of interest
2	2	1	1	1	1	3	1	1	5. Displays posters of special events in the community for tourists to see
1	1	1	1	1	1	1	3	3	6. Calls guests' attention to directional signs
2	1	1	3	1	3	1	1	1	7. Supplies guests information on advertised services and facilities
3	1	2	3	1	3	1	3	1	8. Informs hotel or motel personnel involved about advertised services and facilities
2	1	3	3	1	3	2	2	2	9. Reads own and competitor's newspaper or trade journal ads
1	1	1	3	1	3	1	1	2	10. Points out advertised services or facilities to guests
1	2	2	3	1	3	3	3	3	11. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	1	1	1	1	12. Promotes the hotel or motel by giving immediate and courteous service to guests
2	1	1	1	1	3	1	1	1	13. Offers guests free copies of community events brochures or entertainment brochures

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 281 (continued)

JOB TITLE: ROOM CLERK
JOB NUMBER: 29
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly. (2) occasionally or (3) never

Transient (over 100 rooms)							Transient (under 100 rooms)		CRITICAL TASKS
S	E	S	E	E	S	E	S	E	
2	2	1	3	1	1	1	2	1	1. Calls vendors if cigarette or other machines need refilling
2	2	3	3	1	3	1	2	3	2. Maintains fresh supply of candy, mints, aspirins, etc., near front desk

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 281 (continued)

JOB TITLE: ROOM CLERK
JOB NUMBER: 29
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)							Transient (under 100 rooms)		CRITICAL TASKS
S	E	S	E	E	S	E	S	E	
1	1	1	2	1	1	1	1	1	1. Gives directions to guests
1	1	1	2	1	1	1	2	1	2. Adjusts guests' complaints about rooms or service
1	3	1	1	1	1	1	1	1	3. Authorizes guests' bank checks
1	1	1	1	1	1	1	1	1	4. Makes suggestions to guests for entertainment and sightseeing
1	1	1	1	1	1	1	3	2	5. Suggests good restaurants to guests
1	1	1	1	1	1	1	1	1	6. Takes reservations by phone, mail and telegraph

TASKS ADDED BY INTERVIEWEES:

1. Gives telephone messages to guests
2. Answers outside inquiries concerning guests

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 282

JOB TITLE: CASHIER
JOB NUMBER: 19
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Receives, sorts and posts charge slips in ledger
3	1	1	1	1	2	2. Files charge slips
1	1	1	1	1	2	3. Receives payment from guests
1	1	1	1	1	1	4. Makes out receipted bills for guests
2	1	1	1	2	1	5. Makes authorized disbursements for C.O.D.'s and similar items
1	1	1	1	1	1	6. Cashes authorized checks for guests
1	1	1	1	1	1	7. Cashes travelers' checks, money orders and makes change
1	1	1	1	1	1	8. Makes daily report to comptroller, showing amounts of cash received, disbursed and on-hand
1	1	1	1	2	3	9. Receives and stores guests' valuables in safe or safe deposit boxes

TASKS ADDED BY INTERVIEWEES:

1. Makes out bills when guests check out
2. Relieves switchboard operator
3. Assists the room clerk during rush periods
4. Turns cash over to the audit department
5. Maintains the amount of cash needed in the cash drawer
6. Calls housekeeper to report room numbers that have been vacated
7. Informs dining room or switchboard operator of guests who have paid in advance for follow-up on meal and telephone call charges

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 283

JOB TITLE: CASHIER
JOB NUMBER: 19
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)		CRITICAL TASKS
S	E	S	E	S	E	
3	2	2	2	1	1	1. Arranges registration desk so that it is neat - never cluttered
3	3	2	1	1	2	2. Directs guests' attention to displays of maps and places of interest
1	1	2	2	1	1	3. Supplies guests information on advertised services and facilities
3	3	2	2	1	2	4. Points out advertised services or facilities to guests
1	1	1	1	1	1	5. Promotes the hotel or motel by giving immediate and courteous service to guests
1	3	3	3	1	1	6. Offers guests free copies of community events brochures or entertainment brochures

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 283 (continued)

JOB TITLE: CASHIER
JOB NUMBER: 19
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)		CRITICAL TASKS
S	E	S	E	S	E	
1	1	2	1	1	1	1. Gives directions to guests
1	1	2	3	2	1	2. Adjusts guests' complaints about rooms or service
1	1	3	3	1	1	3. Authorizes guests' bank checks
1	2	3	3	1	1	4. Makes suggestions to guests for entertainment and sightseeing
1	2	3	3	3	2	5. Suggests good restaurants to guests
2	2	3	3	1	1	6. Takes reservations by phone, mail and telegraph

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 284

JOB TITLE: RESERVATION MANAGER
JOB NUMBER: 30
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)		Transient (under 100 rooms)		Resort/Transient		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Receives room reservation requests
1	1	1	1	1	1	2. Types pertinent room request information on reservation card
1	1	1	1	1	1	3. Keeps reservations filed according to date room is desire
1	1	1	1	1	1	4. Acknowledges requests for room reservations and confirms room reservation requests
1	1	1	1	1	1	5. Forwards current room reservation cards to room clerk
1	1	1	1	1	1	6. Maintains a guest-history file
1	1	1	1	1	1	7. Determines, in advance, the guest turnover to assure maximum use of rooms
1	3	1	1	3	3	8. Informs chef and management of number of guests in advance of dates
1	1	1	1	1	1	9. Refers customers to other hotels or motels when no rooms are available
1	1	1	1	1	1	10. Adjusts complaints concerning reservations
1	1	1	1	1	1	11. Forwards to prospective guests room accomodations and price information upon request

TASKS ADDED BY INTERVIEWEES:

1. Prepares a weekly forecast report regarding number of incoming and outgoing guests
2. Receives all deposits on rooms, records on reservations and turns over to the cashier
3. Assigns rooms based on location, rates and size
4. Sees that requests for brochures, rates, etc., are sent out when requested

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 285

JOB TITLE: RESERVATION MANAGER
JOB NUMBER: 30
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)		Transient (under 100 rooms)		Resort/Transient		CRITICAL TASKS
S	E	S	E	S	E	
3	1	1	1	3	3	1. Arranges registration desk so that it is neat
2	1	2	2	3	3	2. Directs guests' attention to displays of maps and places of interest
2	1	2	2	3	3	3. Calls guests' attention to directional signs
3	1	1	1	1	1	4. Supplies guests information on advertised services and facilities
3	1	2	2	3	3	5. Informs hotel or motel personnel involved about advertised services and facilities
3	1	2	1	3	3	6. Reads own and competitor's newspaper or trade journal ads
3	1	1	2	1	1	7. Points out advertised services or facilities to guests
3	2	3	3	2	2	8. Provides and advertises special facilities for children
1	1	1	1	1	1	9. Promotes the hotel or motel by giving immediate and courteous service to guests
3	1	2	2	1	1	10. Offers guests free copies of community events brochures or entertainment brochures

TASKS ADDED BY INTERVIEWEES:

1. Looks at guest rooms that have been redecorated for descriptive purposes
2. Mails brochures to travel agents and to individuals
3. Informs local Chamber of Commerce and tourist information center of room availability
4. Keeps informed of week-end promotions
5. Informs guests of special guest rates

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 285 (continued)

JOB TITLE: RESERVATION MANAGER
JOB NUMBER: 30
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)		Transient (under 100 rooms)		Resort/Transient		CRITICAL TASKS
S	E	S	E	S	E	
1	3	3	3	1	1	1. Checks stockroom for depleted supplies
1	3	3	3	1	1	2. Keeps supplies in stockroom or stock closet organized and assessable

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 285 (continued)

JOB TITLE: RESERVATION MANAGER
JOB NUMBER: 30
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)		Transient (under 100 rooms)		Resort/Transient		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives directions to guests
1	1	1	1	2	2	2. Adjusts guests' complaints about rooms or service
3	3	2	1	3	3	3. Authorizes guests' bank checks
1	1	2	1	2	2	4. Makes suggestions to guests for entertainment and sightseeing
1	1	2	1	2	2	5. Suggests good restaurants to guests
3	2	2	2	3	3	6. Helps guests plan banquets, parties, receptions or conventions
1	1	1	1	1	1	7. Takes reservations by phone, mail and telegraph

TASKS ADDED BY INTERVIEWEES:

1. Works personally with groups to arrange sleeping accomodations, hospitality rooms for conventions, etc.

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 286

JOB TITLE: NIGHT MANAGER
JOB NUMBER: 31
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)		Transient (under 100 rooms)				CRITICAL TASKS
E	E	S	E	S	E	
1	1	1	1	1	1	1. Closes out and balances books at day's end
1	1	1	1	1	1	2. Sees that guests' bills are ready for the following morning check-outs
1	1	1	1	1	1	3. Rents and assigns rooms to late-arriving guests
1	1	1	1	1	1	4. Assists late guests in registering
1	1	2	1	2	2	5. Makes future room reservations
1	1	2	1	2	1	6. Checks out guests
1	1	1	1	1	1	7. Transmits and receives messages by phone
1	1	1	1	1	1	8. Supervises work of any night-shift employees
1	2	2	2	1	1	9. Adjusts guests' complaints

TASKS ADDED BY INTERVIEWEES:

1. Checks on room accounts paid in advance to post any additional charges
2. Audits restaurant report
3. Locates a medical doctor when needed

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 287

JOB TITLE: NIGHT MANAGER
JOB NUMBER: 31
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)		Transient (under 100 rooms)				CRITICAL TASKS
E	E	S	E	S	E	
1	1	1	1	1	1	1. Arranges registration desk so that it is neat
1	2	3	3	1	1	2. Sees that hotel or motel personnel are dressed neatly and attractively in clean, well-fitting uniforms
3	1	3	3	1	1	3. Displays candy, mints and cigarettes in a convenient place near front desk
1	1	3	3	1	1	4. Turns on electric signs or display lighting
2	1	2	2	1	1	5. Directs customers' attention to displays of maps and places of interest
3	1	3	3	1	1	6. Displays posters of special events in the community for tourists to see
2	1	2	2	3	3	7. Calls guests' attention to directional signs
1	3	2	1	1	1	8. Supplies guests information on advertised services and facilities
1	3	3	3	1	1	9. Informs hotel or motel personnel involved about advertised services and facilities
2	3	2	2	1	1	10. Reads own and competitor's newspaper or trade journal ads
2	3	2	1	1	1	11. Points out advertised services or facilities to guests
2	3	2	2	2	1	12. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	1	13. Promotes the hotel or motel by giving immediate and courteous service to guests
1	1	2	3	1	1	14. Offers guests free copies of community events brochures or entertainment brochures

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 287 (continued)

JOB TITLE: NIGHT MANAGER
JOB NUMBER: 31
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)		Transient (under 100 rooms)				CRITICAL TASKS
E	E	S	E	S	E	
2	2	3	3	2	2	1. Checks stockroom for depleted supplies
2	1	3	3	2	2	2. Keeps supplies in stockroom or stock closet organized and assessable
2	3	3	3	2	2	3. Initiates stock inventories
2	3	3	3	2	2	4. Takes stock inventory counts
2	3	3	3	1	1	5. Inspects rooms for damages or pilferage
3	1	3	3	2	1	6. Calls vendors if cigarette or other machines need refilling

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 287 (continued)

JOB TITLE: NIGHT MANAGER
JOB NUMBER: 31
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)		Transient (under 100 rooms)				CRITICAL TASKS
E	E	S	E	S	E	
1	1	1	1	1	1	1. Gives directions to guests
1	1	2	2	1	1	2. Adjusts guests' complaints about rooms or service
2	2	2	1	1	1	3. Authorizes guests' bank checks
1	1	2	3	1	1	4. Makes suggestions to guests for entertainment and sightseeing
1	1	2	3	2	3	5. Suggests good restaurants to guests
1	1	1	1	1	1	6. Takes reservations by phone, mail and telegraph

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 288

JOB TITLE: EXECUTIVE CHEF
JOB NUMBER: 32
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)		Resort/Transient		CRITICAL TASKS
S	E	S	E	
1	1	1	1	1. Makes up menus
1	1	1	1	2. Considers such things as probable number of guests, popularity of various dishes, religious or other holidays and weather conditions when planning menus
1	1	3	3	3. Assigns prices to items on daily menus
1	1	3	3	4. Arranges for printing of menus
1	1	1	1	5. Posts copy of menu in kitchen for employees' information
1	1	1	1	6. Checks methods of food preparation and cooking
1	1	1	1	7. Checks sizes of portions
2	1	3	3	8. Develops recipes
1	1	1	1	9. Instructs chefs and cooks in cooking techniques
1	1	1	1	10. Tests cooked foods by tasting or smelling
1	1	3	3	11. Purchases food supplies and equipment
1	2	1	1	12. Requisitions food supplies and equipment from purchasing agent
1	1	2	2	13. Consults with catering manager concerning banquets, etc.
2	1	3	2	14. Employs and discharges workers
2	1	2	2	15. Trains and instructs new and experienced kitchen employees
1	1	1	1	16. Is responsible for making a net profit out of food preparation and serving

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 289

JOB TITLE: EXECUTIVE CHEF
JOB NUMBER: 32
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)		Resort/Transient		CRITICAL TASKS
S	E	S	E	
3	1	1	1	1. Sees that hotel or motel personnel are dressed neatly and attractively in clean, well-fitting uniforms
1	1	1	1	2. Wears clean, attractive uniforms in accordance with the policies of the hotel or motel
2	2	3	3	3. Reads own and competitor's newspaper or trade journal ads

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 289 (continued)

JOB TITLE: EXECUTIVE CHEF
JOB NUMBER: 32
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)		Resort/Transient		CRITICAL TASKS
S	E	S	E	
1	1	2	1	1. Checks stockroom for depleted supplies
1	1	3	1	2. Keeps supplies in stockroom or stock closet organized and assessable
1	1	3	3	3. Reorders basic stocks and supplies
1	2	2	1	4. Takes stock inventory counts
1	3	1	3	5. Fills out reports on breakage, missing articles, etc.
1	1	1	1	6. Requisitions stock, foodstuffs or supplies

TASKS ADDED BY INTERVIEWEES:

1. Sees that all machines and lights are in working order and in operation at all times

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 289 (continued)

JOB TITLE: EXECUTIVE CHEF
JOB NUMBER: 32
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)		Resort/Transient		CRITICAL TASKS
S	E	S	E	
3	3	2	1	1. Adjusts guests' complaints about rooms or service

TASKS ADDED BY INTERVIEWEES:

1. Gives recipes to guests upon request
2. Follows directions from a guest as to how to prepare a special dish (usually dietetic or health reasons)

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 290

JOB TITLE: BUILDING SUPERINTENDENT
JOB NUMBER: 36
SPECIFIC JOB DUTIES

Interviewees * indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)						Resort	CRITICAL TASKS
S	E	S	E	S	E	E	
1	1	1	1	1	1	1	1. Directs the maintenance of building and equipment
2	1	1	1	1	1	1	2. Hires and dismisses maintenance men
1	1	1	1	1	1	1	3. Trains and instructs new and experienced employees
1	1	1	1	1	1	1	4. Plans sequence of work to be done
1	1	1	1	1	1	1	5. Distributes the work load fairly among the maintenance crew
1	1	1	2	1	1	2	6. Inspects property for damages
1	1	1	2	1	1	2	7. Confers with other hotel or motel management to determine condition of property and repairs required
2	1	1	1	1	1	2	8. Determines the work that must be done by outside contractors
3	3	1	1	1	1	2	9. Prepares construction specifications
2	1	1	1	1	1	2	10. Receives and analyzes contract bids
2	1	1	1	1	1	2	11. Submits contract bids to management
2	1	1	1	1	1	2	12. Supervises contracted projects
2	1	1	1	1	1	3	13. Purchases building and maintenance supplies and equipment
3	1	1	1	1	1	3	14. Plans building and maintenance department budget

TASKS ADDED BY INTERVIEWEES:

1. Makes claims on insurance companies for damages and losses

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 291

JOB TITLE: BUILDING SUPERINTENDENT
JOB NUMBER: 36
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)						Resort	CRITICAL TASKS
S	E	S	E	S	E	E	
2	2	2	2	3	1	2	1. Develops lighting arrangements suitable to the lobby or other publicly-used rooms
3	1	3	2	3	1	3	2. Sees that hotel or motel personnel are dressed neatly and attractively in clean, well-fitting uniforms
3	2	3	2	2	1	3	3. Reads own and competitor's newspaper or trade journal ads
1	1	1	1	1	1	2	4. Promotes the hotel or motel by giving immediate and courteous service to guests

TASKS ADDED BY INTERVIEWEES:

1. Sees that seasonal displays on exterior of the building are set up
2. Constructs displays for conventions
3. Supervises the layout and printing of any brochures advertising the hotel's grounds or facilities

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 291 (continued)

JOB TITLE: BUILDING SUPERINTENDENT
JOB NUMBER: 36
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)						Resort	CRITICAL TASKS
S	E	S	E	S	E	E	
1	2	2	2	1	1	3	1. Checks stockroom for depleted supplies
1	2	2	2	1	1	3	2. Keeps supplies in stockroom or stock closet organized and assessable
1	3	2	2	2	1	2	3. Initiates stock inventories
1	3	2	3	2	1	3	4. Corrects supplies control books from inventory counts
1	2	2	2	1	1	3	5. Reorders basic stocks and supplies
1	2	2	2	2	1	3	6. Takes inventory stock counts
1	2	2	3	2	1	3	7. Inspects rooms for damages or pilferage
2	2	2	3	2	1	2	8. Fills out reports on breakage, missing articles, etc.
1	2	3	3	1	3	1	9. Requisitions stock, foodstuffs or supplies

TASKS ADDED BY INTERVIEWEES:

1. Supervises the upkeep of all hotel equipment

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 291 (continued)

JOB TITLE: BUILDING SUPERINTENDENT
JOB NUMBER: 36
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)						Resort	CRITICAL TASKS
S	E	S	E	S	E	E	
2	1	2	1	1	1	2	1. Gives directions to guests
1	1	2	3	1	3	2	2. Adjusts guests' complaints about rooms or service
3	1	3	1	2	2	3	3. Suggests good restaurants to guests

TASKS ADDED BY INTERVIEWEES:

1. Writes to guests in reply to some request

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 292

JOB TITLE: RECREATION DIRECTOR
JOB NUMBER: 37
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Resort/Transient		CRITICAL TASKS
S	E	
1	1	1. Plans and organizes recreational activities
1	1	2. Strives to create a friendly atmosphere among guests
1	1	3. Greets new arrivals
1	1	4. Introduces new guests to other hotel guests
1	1	5. Acquaints new guests with recreational facilities, their locations and proper use
1	1	6. Determines interests of group to plan card games, dances, tournaments and fieldtrips
1	1	7. Arranges for equipment, transportation, refreshments and entertainment as required
1	1	8. Assists management in resolving guests' complaints
1	1	9. Supervises the maintenance of recreational equipment and facilities
1	1	10. Hires and dismisses employees
1	1	11. Trains new recreational employees (instructors, lifeguards, etc.)
1	1	12. Purchases new or replacement equipment

TASKS ADDED BY INTERVIEWEES:

1. Makes reservations to plays and restaurants for guests
2. Submits weekly activity reports, indicating the number of persons involved in activities
3. Prepares detailed lists of each employee's responsibilities
4. Supervises walking tours of the area directed by social assistants

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 293

JOB TITLE: RECREATION DIRECTOR
JOB NUMBER: 37
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Resort/Transient		CRITICAL TASKS
S	E	
1	1	1. Supplies guests information on advertised services and facilities
1	1	2. Informs hotel or motel personnel involved about advertised services and facilities
1	1	3. Points out advertised services or facilities to guests
1	1	4. Provides and advertises special facilities for children
1	1	5. Promotes the hotel or motel by giving immediate and courteous service to guests
1	1	6. Offers guests free copies of community events brochures or entertainment brochures
2	2	7. Supplies guest rooms with hotel or motel letterhead stationery and postal cards
1	1	8. Advertises hotel or motel facilities and services in rooms with appropriate tent cards

TASKS ADDED BY INTERVIEWEES:

1. Decorates the tearoom for socials
2. Promotes all hotel services

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 293 (continued)

JOB TITLE: RECREATION DIRECTOR
JOB NUMBER: 37
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Resort/Transient		CRITICAL TASKS
S	E	
1	1	1. Checks stockroom for depleted supplies
1	1	2. Keeps supplies in stockroom or stock closet organized and assessable
1	1	3. Initiates stock inventories
1	1	4. Reorders basic stocks and supplies
1	1	5. Takes stock inventory counts
2	2	6. Dusts or cleans furniture in lobby or public rooms

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 293 (continued)

JOB TITLE: RECREATION DIRECTOR
JOB NUMBER: 37
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Resort/Transient		CRITICAL TASKS
S	E	
1	1	1. Gives directions to guests
1	1	2. Adjusts guests' complaints about rooms or service
1	1	3. Makes suggestions to guests for entertainment and sightseeing
1	1	4. Suggests good restaurants to guests
2	2	5. Helps guests plan banquets, parties, receptions or conventions

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 294

JOB TITLE: PURCHASING AGENT
JOB NUMBER: 3
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)	Transient (under 100 rooms)		Resort	CRITICAL TASKS
E	S	E	E	
1	1	1	1	1. Purchases foodstuffs, kitchen supplies and equipment, linens and housekeeping supplies and materials
2	3	3	1	2. Receives written requisitions for foodstuffs, supplies, etc., from department heads
1	1	1	1	3. Makes purchases in the market, from sales representatives, from jobbers and from retailers
1	1	1	1	4. Assumes responsibility for quality and price of items purchased
1	1	1	2	5. Inspects incoming foodstuffs, supplies, etc.
2	1	1	1	6. Examines invoices of incoming items
1	1	1	1	7. Authorizes and/or makes payment for purchases delivered
1	1	1	2	8. Maintains records of amounts spent by each department for supplies, equipment and foodstuffs
1	1	1	1	9. Sees that supplies or foodstuffs are stored properly
3	1	1	2	10. Supervises the taking of inventories
1	1	1	1	11. Assigns work to employees
1	1	1	1	12. Receives notice of foodstuffs and supplies needed for banquets and other functions
1	1	1	2	13. Makes purchases to cover extra needs of serving banquets and other functions
1	1	1	2	14. Determines when menu prices must be adjusted according to fluctuations in food costs
1	1	1	1	15. Reads daily market quotations
1	1	1	1	16. Keeps informed of market changes and conditions

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 295

JOB TITLE: PURCHASING AGENT
JOB NUMBER: 3
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)	Transient (under 100 rooms)		Resort	CRITICAL TASKS
E	S	E	E	
3	1	1	3	1. Sees that hotel or motel personnel are dressed neatly and attractively in clean, well-fitting uniforms
3	2	2	3	2. Directs guests' attention to displays of maps and places of interest
3	2	3	2	3. Calls guests' attention to directional signs
3	2	1	3	4. Supplies guests information about advertised services and facilities
3	2	1	3	5. Informs hotel or motel personnel involved about advertised services and faciltiies
2	1	2	3	6. Reads own and competitor's newspaper or trade journal ads
3	2	2	3	7. Points out advertised services or facilities to guests
3	1	1	3	8. Keeps informed of competitors' prices and promotional campaigns
3	1	1	3	9. Promotes the hotel or motel by giving immediate and courteous service to guests

TASKS ADDED BY INTERVIEWEES:

1. Purchases lanterns or special lighting fixtures for outdoor parties, picnics, etc.
2. Works with housekeeper on purchases necessary for redecorating
3. Purchases time or space on radio, in journals and newspapers after ads have been planned by management
4. Purchases supplies used in promotions

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 295 (continued)

JOB TITLE: PURCHASING AGENT
JOB NUMBER: 3
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)	Transient (under 100 rooms)		Resort	CRITICAL TASKS
E	S	E	E	
1	2	2	1	1. Checks stockroom for depleted supplies
2	3	3	1	2. Keeps supplies in stockroom or stock closet organized and assessable
2	1	1	2	3. Initiates stock inventories
3	1	1	2	4. Corrects supplies control books from inventory counts
3	1	1	1	5. Reorders basic stocks and supplies
3	2	2	3	6. Takes stock inventory counts
2	3	3	2	7. Fills out reports on breakage, missing articles, etc.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 295 (continued)

JOB TITLE: PURCHASING AGENT
JOB NUMBER: 3
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)	Transient (under 100 rooms)		Resort	CRITICAL TASKS
E	S	E	E	
3	1	1	2	1. Gives directions to guests
3	1	1	3	2. Adjusts guests' complaints about rooms or service
3	2	2	3	3. Makes suggestions to guests for entertainment and sightseeing
3	2	2	3	4. Suggests good restaurants to guests

TASKS ADDED BY INTERVIEWEES:

1. Writes to guests regarding purchase information on items they have enjoyed eating or using at the hotel

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 296

JOB TITLE: EXECUTIVE HOUSEKEEPER
JOB NUMBER: 34
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)	Resort		CRITICAL TASKS
S	E	S	E	E	S	E	
1	1	1	1	1	3	3	1. Makes arrangements for necessary cleaning and setting up for social occasions
1	1	1	1	1	1	1	2. Receives room numbers of check-outs (departing guests)
1	1	1	1	1	1	1	3. Informs maids of vacant rooms in their assigned areas
1	1	1	2	1	1	1	4. Examines reports of inadequate cleaning
1	1	1	1	1	2	2	5. Inspects rooms for proper cleaning
1	1	1	1	1	2	2	6. Inspects rooms for damaged furniture or missing articles
1	1	1	1	1	3	3	7. Notifies cashier of breakage or missing articles in guest rooms
3	1	2	3	1	2	2	8. Suggests cost of replacing missing or damaged articles
1	1	1	1	1	1	1	9. Makes memoranda of work to be done (repairs, etc.)
1	1	1	1	1	1	1	10. Assigns work to housemen (moving furniture, hanging draperies, etc.)
1	1	1	1	1	2	2	11. Inspects public spaces for cleanliness and order
1	1	2	2	1	1	1	12. Adjusts complaints regarding housekeeping service or equipment
1	1	1	2	1	2	2	13. Trains new employees by assigning them to work with experienced workers
1	1	1	2	1	2	2	14. Hires and dismisses employees
1	1	2	3	1	2	2	15. Conducts training meetings for housekeeping employees
1	1	1	1	1	1	1	16. Schedules working hours of all housekeeping employees
1	1	2	3	1	2	2	17. Takes inventory of linen and supplies in linen room
1	1	1	1	3	2	2	18. Supervises mending of linen
1	1	1	1	1	1	2	19. Issues supplies to housemen and maids
1	1	3	3	1	3	3	20. Checks laundry bills for correct charges
1	1	1	1	1	1	1	21. Forwards supply and material requisitions to manager or purchasing agent
3	1	3	3	1	2	2	22. Supervises remodeling
1	3	1	3	1	2	2	23. Confers with manager on colors and arrangements for decorations
3	3	2	3	1	2	2	24. Selects paints, fabrics, furniture, etc.
3	3	2	3	1	2	2	25. Supervises work of painters, paper-hangers, etc.
3	1	2	3	1	3	3	26. Purchases linens, cleaning materials and supplies
1	1	2	2	1	2	2	27. Prepares written reports for management
1	1	2	1	1	1	1	28. Establishes standards and procedures for work of housekeeping staff
1	1	3	3	1	2	2	29. Prepares housekeeping budget

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 296 (continued)

JOB TITLE: EXECUTIVE HOUSEKEEPER
JOB NUMBER: 34
SPECIFIC JOB DUTIES

TASKS ADDED BY INTERVIEWEES:

1. Works with purchasing agent to decide on best and most economical supplies
2. Orders linen from warehouse
3. Trains housekeeping employees individually
4. Supervises upholstery shop
5. Supervises sewing room
6. Arranges for the cleaning of public rooms after meetings
7. Issues and supervises the upkeep of all uniforms used by hotel employees

TABLE 297

JOB TITLE: EXECUTIVE HOUSEKEEPER
JOB NUMBER: 34
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)	Resort		CRITICAL TASKS
S	E	S	E	E	S	E	
1	1	1	3	1	3	1	1. Sees that hotel or motel personnel are dressed neatly and attractively in clean, well-fitting uniforms
3	3	1	1	1	3	3	2. Wears clean, attractive uniforms in accordance with the policies of the hotel or motel
3	3	2	3	1	3	2	3. Directs customers' attention to displays of maps and places of interest
1	1	1	1	1	2	2	4. Decorates guest rooms attractively
3	1	2	3	1	2	2	5. Decorates lobbies, convention and banquet rooms attractively
3	1	2	3	1	2	2	6. Supplies guests information on advertised services and facilities
3	2	2	3	3	2	2	7. Informs hotel or motel personnel involved about advertised services and facilities
2	2	3	2	1	2	2	8. Reads own and competitor's newspaper or trade journal ads
3	2	2	3	1	2	2	9. Points out advertised services or facilities to guests
1	1	1	1	1	1	1	10. Promotes the hotel or motel by giving immediate and courteous service to guests
2	1	1	1	1	3	3	11. Offers guests free copies of community events brochures or entertainment brochures
1	1	1	1	1	1	1	12. Supplies guests' rooms with hotel or motel letterhead stationery and postal cards
1	1	2	3	3	1	1	13. Advertises hotel or motel facilities and services in rooms with appropriate tent cards

TASKS ADDED BY INTERVIEWEES:

1. Sees that furniture is in good condition in both guest rooms and public rooms
2. Supervises the decorating or redecorating of rooms

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 297 (continued)

JOB TITLE: EXECUTIVE HOUSEKEEPER
JOB NUMBER: 34
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)	Resort		CRITICAL TASKS
S	E	S	E	E	S	E	
1	1	1	2	1	3	1	1. Checks stockroom for depleted supplies
1	1	2	1	1	3	1	2. Keeps supplies in stockroom or stock closet organized and assessable
1	1	1	1	1	2	2	3. Initiates stock inventories
1	1	2	3	1	3	3	4. Corrects supplies control books from inventory counts
1	1	2	2	1	2	3	5. Reorders basic stocks and supplies
1	1	2	3	3	2	2	6. Takes stock inventory counts
1	1	1	1	1	3	1	7. Inspects rooms for damages or pilferage
1	3	1	1	1	3	1	8. Dusts or cleans furniture in lobby or public rooms
1	1	1	1	1	3	1	9. Fills out reports on breakage, missing articles, etc.
1	1	1	1	1	3	3	10. Checks linen for stains or tears before use
1	3	1	1	3	3	1	11. Repairs or mends linens

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 297 (continued)

JOB TITLE: EXECUTIVE HOUSEKEEPER
JOB NUMBER: 34
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)	Resort		CRITICAL TASKS
S	E	S	E	E	S	E	
1	2	1	1	1	2	2	1. Gives directions to guests
1	3	2	2	2	2	2	2. Adjusts guests' complaints about rooms or service
2	3	2	1	1	2	2	3. Makes suggestions to guests for entertainment and sightseeing
2	2	2	1	1	3	3	4. Suggests good restaurants to guests

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 298

JOB TITLE: CATERING MANAGER
JOB NUMBER: 33
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)		CRITICAL TASKS
S	E	S	E	S	E	
1	2	3	3	1	1	1. Inspects work of kitchen and dining room employees
1	2	1	3	1	1	2. Consults with chef concerning daily menus
1	2	2	2	1	1	3. Adjusts guest complaints concerning service or quality of food
1	1	1	1	1	1	4. Sees that service is technically correct, efficient and courteous
1	1	1	1	1	1	5. Makes arrangements with guests, in person or by letter, for banquets and luncheons
1	1	1	1	2	2	6. Makes arrangements with guests for conventions, dances, receptions and other social occasions
1	1	1	1	3	3	7. Obtains information from guest concerning number of persons expected, decorations, music, entertainment, etc.
1	1	1	1	3	3	8. Analyzes the occasion and informs guest of suitable services available
1	1	1	1	3	3	9. Decides on and quotes prices for social occasions
1	1	1	1	1	1	10. Forwards necessary information to chef and other employees concerned with social occasions
1	1	3	2	3	2	11. Decides on table arrangements for social occasions
1	1	1	1	1	1	12. Decides on food service schedule for social occasions
1	1	2	1	2	1	13. Inspects completed arrangements for social occasions
1	1	2	2	1	1	14. Supervises service at social occasions
1	1	2	2	3	3	15. Greets guests at social occasions
1	1	1	1	3	3	16. Promotes social functions such as luncheons, dinners, dances, etc.
1	3	2	2	1	1	17. Supervises food and beverage preparation and serving
1	2	1	1	1	1	18. Assigns prices to items on menus

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 298 (continued)

JOB TITLE: CATERING MANAGER
JOB NUMBER: 33
SPECIFIC JOB DUTIES

TASKS ADDED BY INTERVIEWEES:

1. Orders special food items for banquets or dinners, such as cakes, nuts and mints
2. Prepares menu and instruction sheets for each banquet or party
3. Consults with manager on daily menus and turns them over to the chef
4. Hires employees
5. Contacts entertainment groups to entertain at banquets, conventions and parties
6. Seeks out local business
7. Sets up and lives within a promotion budget
8. Develops and uses diagrams for selling public space for banquets, conventions, etc.
9. Works closely with sales manager in developing plans and accomodations for conventions
10. Supervises training of dining room and public space personnel
11. Designs menus
12. Schedules and develops employee training sessions
13. Supervises room service
14. Keeps informed of changes in food costs
15. Sets up personnel budget plans for kitchen and dining service
16. Confirms reservations for banquets, parties, etc.

TABLE 299

JOB TITLE: CATERING MANAGER
JOB NUMBER: 33
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)		CRITICAL TASKS
S	E	S	E	S	E	
1	3	1	1	1	1	1. Sees that hotel or motel personnel are dressed neatly and attractively in clean, well-fitting uniforms
2	2	2	2	2	2	2. Directs guests' attention to displays of maps and places of interest
2	3	2	1	3	3	3. Displays posters of special events in the community for guests to see
1	1	1	1	3	3	4. Displays a listing of meetings being held in the establishment with date, time and location
2	1	2	2	2	3	5. Calls guests' attention to directional signs
2	1	2	2	3	3	6. Decorates guest rooms attractively
2	1	2	2	3	3	7. Decorates lobbies, convention and banquet rooms attractively
1	2	2	1	2	1	8. Supplies guests information on advertised services and facilities
1	2	2	2	2	1	9. Informs hotel or motel personnel involved about advertised services and facilities
2	2	2	2	1	2	10. Reads own and competitor's newspaper or trade journal ads
2	2	2	2	2	2	11. Points out advertised services or facilities to customers
1	2	2	2	1	1	12. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	1	13. Promotes the hotel or motel by giving immediate and courteous service to customers
2	1	2	2	3	3	14. Offers customers free copies of community events brochures or entertainment brochures
2	3	2	2	3	3	15 Promotes local interest stories

TASKS ADDED BY INTERVIEWEES:

1. Checks needs for conventions (example - name tags)
2. Supervises garnishing dishes for buffets
3. Writes copy for tent cards, stationery, postcards, etc.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 299 (continued)

JOB TITLE: CATERING MANAGER
JOB NUMBER: 33
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)		CRITICAL TASKS
S	E	S	E	S	E	
2	3	3	3	2	2	1. Checks stockroom for depleted supplies
2	3	3	3	1	1	2. Initiates stock inventories
2	3	2	2	1	1	3. Reorders basic stocks and supplies
2	3	3	3	2	2	4. Takes stock inventory count
2	2	2	2	3	3	5. Inspects rooms for damages or pilferage
2	3	2	2	3	3	6. Fills out reports on breakage, missing articles, etc.

TASKS ADDED BY INTERVIEWEES:

1. Sees that banquet supplies and facilities are adequate, such as, screens, extension cords, tables, chairs and ash trays

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 299 (continued)

JOB TITLE: CATERING MANAGER
JOB NUMBER: 33
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)		CRITICAL TASKS
S	E	S	E	S	E	
1	1	2	2	1	1	1. Gives directions to guests
1	2	2	1	1	1	2. Adjusts guests' complaints about rooms or service
2	3	2	2	3	3	3. Authorizes guests bank checks
1	1	2	2	2	2	4. Makes suggestions to guests for entertainment and sightseeing
1	2	2	2	2	2	5. Suggests good restaurants to guests
1	3	1	1	3	3	6. Contacts club groups, associations or businesses to promote banquet, party or convention facilities
1	1	1	1	3	2	7. Helps guests plan banquets, parties, receptions or conventions
2	1	1	1	3	3	8. Takes reservations by phone, mail and telegraph

TASKS ADDED BY INTERVIEWEES:

1. Confirms guests reservations by mail

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 300

JOB TITLE: SALES MANAGER
JOB NUMBER: 35
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)	CRITICAL TASKS
S	E	S	E	E	
1	1	1	1	1	1. Solicits income-producing business of all types for the hotel or motel
1	2	1	1	1	2. Directs promotional correspondence with travel bureaus, organizations, etc.
1	1	1	1	1	3. Obtains information on contemplated conventions, social functions, etc.
1	1	1	1	1	4. Contacts convention sponsors for their patronage
1	2	1	1	1	5. Attends meetings of such groups as Rotary Club and Chamber of Commerce for developing promotional plans for attracting more people into the city or area
1	1	1	1	1	6. Contacts executives of national or state-wide business enterprises to obtain their business
1	3	1	1	1	7. Contacts local groups to promote facilities for local dances, banquets or luncheons
1	1	1	1	1	8. Plans advertising for newspapers, brochures, postcards, billboards and national magazines
1	1	1	1	1	9. Furnishes newspapers with interesting stories or events about the hotel to obtain free publicity
1	1	1	1	1	10. Initiates and promotes events which contribute to the popularity and income of the hotel or motel
1	1	1	1	2	11. Travels outside the city to promote the hotel or motel facilities and services

TASKS ADDED BY INTERVIEWEES:

1. Participates in professional associations to keep informed of changes in the industry, new techniques and approaches
2. Establishes sales policies and procedures with the general manager
3. Trains new personnel in his department
4. Advises the manager pertaining to sales
5. Helps form plans to promote the hotel's facilities
6. Participates actively in local civic and social clubs and groups

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 301

JOB TITLE: SALES MANAGER
JOB NUMBER: 35
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)	CRITICAL TASKS
S	E	S	E	E	
2	3	1	2	2	1. Directs guests' attention to displays of maps and places of interest
2	3	1	1	2	2. Displays posters of special events in the community for guests to see
1	3	3	2	1	3. Displays a listing of meetings being held in the establishment with date, time and location
1	1	1	1	1	4. Supplies guests information on advertised services and facilities
1	2	1	1	1	5. Informs hotel or motel personnel involved about advertised services and facilities
1	1	1	1	1	6. Reads own and competitor's newspaper or trade journal ads
1	1	1	1	1	7. Plans and conducts sales promotion campaigns and advertising
2	2	1	1	2	8. Approves ad copy and artwork for newspaper, magazine or travel brochure ads
1	2	1	1	2	9. Points out advertised services or facilities to guests
2	3	1	1	3	10. Provides and advertises special facilities for children
2	2	2	1	2	11. Places ads in local newspapers, bulletins, football programs and calendars
1	1	1	1	1	12. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	13. Promotes the hotel or motel by giving immediate and courteous service to guests
1	3	2	1	3	14. Offers guests free copies of community events brochures or entertainment brochures
2	2	1	1	1	15. Secures attractive outdoor signs
2	2	1	1	1	16. Advertises on billboards in effective locations
2	2	2	1	2	17. Secures newspaper publicity for unusual or special guests
2	2	2	1	2	18. Promotes local interest stories
2	2	1	1	1	19. Advertises hotel or motel facilities and services in rooms with appropriate tent cards

TASKS ADDED BY INTERVIEWEES:

1. Displays pictures or brochures of guest rooms in other guest rooms

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 301 (continued)

JOB TITLE: SALES MANAGER
JOB NUMBER: 35
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)	CRITICAL TASKS
S	E	S	E	E	
1	3	2	2	2	1. Gives directions to guests
2	3	2	2	1	2. Adjusts guests' complaints about rooms or service
2	3	2	2	1	3. Authorizes guests'bank checks
1	2	2	2	2	4. Makes suggestions to guests for entertainment and sightseeing
1	2	2	2	2	5. Suggests good restaurants to guests
1	1	1	1	1	6. Contacts club groups, associations or businesses to promote banquet ,party or convention facilities
1	1	1	1	1	7. Helps guests plan banquets, parties, receptions or conventions
1	2	2	2	2	8. Takes reservations by phone , mail and telegraph

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 302

JOB TITLE: ASSISTANT MANAGER
JOB NUMBER: 16
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (under 100 rooms)	Resort/Transient		Transient (under 100 rooms)		CRITICAL TASKS
E	S	E	S	E	
1	2	2	1	1	1. Assumes responsibility in manager's absence
2	2	2	2	2	2. Promotes facilities to various groups to attract banquets, meetings and conventions
1	1	1	1	1	3. Directly supervises hotel or motel employees
1	1	1	1	1	4. Schedules employees' hours and reliefs
1	1	1	1	1	5. Trains new employees
1	1	1	1	1	6. Handles and adjusts guests' complaints
2	2	2	2	1	7. Coordinates necessary facilities and personnel, arranging for group meetings, parties and banquets
1	1	1	1	1	8. Authorizes guests' checks
2	3	3	1	1	9. Purchases supplies and equipment
1	1	1	3	3	10. Shows and sells room accomodations
1	1	1	2	1	11. Keeps informed of latest trends in his business
1	1	1	1	1	12. Gives guests information or directions
2	2	2	1	1	13. Handles special guest requests

TASKS ADDED BY INTERVIEWEES:

1. Inspects guest rooms
2. Relieves registration desk
3. Supervises the front office
4. Requisitions supplies
5. Makes bank deposits
6. Makes out daily manager's report (breakdown of daily income)
7. Prepares a housekeeping report
8. Does minor equipment repairs
9. Supervises porters
10. Supervises the bookkeeping for the entire operation
11. Sends bills to Gulf, American Express, Diner's Club and personal accounts
12. Locates medical doctor when needed

* "S" indicates the supervisor of the employee whose job was selected for study: "E" indicates the employee in the job selected for study.

TABLE 303

JOB TITLE: ASSISTANT MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (under 100 rooms)	Resort/Transient		Transient (under 100 rooms)		CRITICAL TASKS
E	S	E	S	E	
1	2	1	1	1	1. Arranges registration desk so that it is neat
1	1	2	3	3	2. Develops lighting arrangements suitable to the lobby or other publicly-used rooms
1	1	2	1	1	3. Sees that hotel or motel personnel are dressed neatly and attractively in clean, well-fitting uniforms
1	3	3	1	1	4. Displays candy, mints and cigarettes in a convenient place
1	1	3	1	1	5. Turns on electric signs or display lighting
2	2	3	1	1	6. Directs guests' attention to displays of maps and places of interest
1	2	2	1	1	7. Displays posters of special events in the community for guests to see
1	2	2	3	3	8. Displays a listing of meetings being held in the establishment with date, time and location
1	3	3	2	2	9. Decorates guest rooms attractively
1	3	3	1	1	10. Decorates lobbies, convention or banuqet rooms attractively
1	2	2	1	1	11. Supplies guests information on advertised services and facilities
2	2	2	1	1	12. Informs hotel or motel personnel involved about advertised services and facilities
1	1	1	1	1	13. Reads own and competitor's newspaper or trade journal ads
1	2	2	1	1	14. Points out advertised services or facilities to guests
1	2	2	2	1	15. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	16. Promotes the hotel or motel by giving immediate and courteous service to guests
1	3	3	1	1	17. Offers guests free copies of community events brochures or entertainment brochures
1	3	1	3	1	18. Supplies guests' rooms with hotel or motel letterhead stationery and postal cards
3	2	2	3	2	19. Promotes local interest stories

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 303 (continued)

JOB TITLE: ASSISTANT MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (under 100 rooms)	Resort/Transient		Transient (under 100 rooms)		CRITICAL TASKS
E	S	E	S	E	
2	1	3	2	2	1. Checks stockroom for depleted supplies
2	3	3	2	2	2. Keeps supplies in stockroom or stock closet organized and assessable
2	3	3	2	2	3. Initiates stock inventories
2	3	3	1	1	4. Reorders basic stocks and supplies
2	1	1	1	1	5. Inspects rooms for damages or pilferage
1	3	3	2	1	6. Calls vendors if cigarette or other machines need refilling
1	3	3	1	1	7. Maintains fresh supply of candy, mints, aspirins, etc., near front desk
3	1	2	1	1	8. Requisitions stock, foodstuffs and supplies

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 303 (continued)

JOB TITLE: ASSISTANT MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (under 100 rooms)	Resort/Transient		Transient (under 100 rooms)		CRITICAL TASKS
E	S	E	S	E	
1	1	1	1	1	1. Gives directions to guests
2	2	1	1	1	2. Adjusts guests' complaints about rooms or service
3	1	1	1	1	3. Authorizes guests' bank checks
1	2	1	1	1	4. Makes suggestions to guests for entertainment and sightseeing
2	2	3	3	2	5. Contacts club groups, associations or businesses to promote banquet , party or convention facilities
1	2	2	2	2	6. Helps guests plan banquets, parties, receptions or conventions
1	1	1	1	1	7. Takes reservations by phone, mail or telegraph

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 304

JOB TITLE: EXECUTIVE ASSISTANT
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)							CRITICAL TASKS
S	E	S	E	S	E	E	
1	1	1	1	2	2	1	1. Assumes responsibility in manager's absence
1	1	2	3	1	1	1	2. Participates actively in community activities
1	1	1	1	1	1	1	3. Handles and adjusts guests' complaints
1	1	1	1	1	1	1	4. Coordinates activities of various departments and services
2	2	1	2	3	1	2	5. Plans department budgets with various managers and directors
1	1	1	3	1	3	2	6. Authorizes equipment, supplies and foodstuff purchases
1	1	1	1	1	1	1	7. Promotes the hotel or motel's facilities and services
1	1	1	1	1	1	1	8. Trains or supervises the training of new personnel
1	1	1	1	1	1	1	9. Strives to improve efficiency of operations to obtain better net profit
1	1	1	1	1	1	1	10. Keeps informed of latest trends in travel and hotel industry
1	1	1	1	1	1	1	11. Inspects rooms and grounds
1	1	1	1	1	1	1	12. Delegates authority and assigns responsibilities
2	2	3	3	2	1	2	13. Travels to promote and solicit business for his hotel
1	1	1	1	1	1	1	14. Handles special guest requests
1	1	1	1	1	2	1	15. Listens to and adjusts employees' grievances

TASKS ADDED BY INTERVIEWEES:

1. Recommends and writes policies and procedures
2. Answers guests' questions regarding various locations in the city or community
3. Develops standards for operations and evaluates operations
4. Authorizes any situations beyond the authority of employees
5. Makes himself available to guests for satisfying their needs and requirements

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 305

JOB TITLE: EXECUTIVE ASSISTANT
JOB NUMBER: 22
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)							CRITICAL TASKS
S	E	S	E	S	E	E	
2	2	1	3	1	1	1	1. Arranges registration desk so that it is neat
2	2	2	3	3	1	1	2. Develops lighting arrangements suitable to the lobby or other publicly-used rooms
1	1	1	1	1	1	1	3. Sees that hotel or motel personnel are dressed neatly and attractively in clean, well-fitting uniforms
1	3	1	2	1	1	3	4. Directs guests attention to displays of maps and places of interest
1	2	3	3	1	1	1	5. Displays posters of special events in the community for guests to see
1	3	1	3	3	1	1	6. Displays a listing of meetings being held in the establishment with date, time and location
1	3	2	2	1	1	1	7. Calls guests' attention to directional signs
2	2	1	3	3	1	1	8. Decorates guest rooms attractively
2	2	3	2	3	1	1	9. Decorates lobbies, convention or banquet rooms attractively
1	2	1	1	1	3	1	10. Supplies guests information on advertised services and facilities
1	2	1	1	1	3	1	11. Informs hotel or motel personnel involved about advertised services and facilities
1	2	2	2	1	3	1	12. Reads own and competitor's newspaper or trade journal ads
2	3	3	2	2	3	2	13. Plans and conducts sales promotion campaigns and advertising
1	2	1	3	1	3	2	14. Points out advertised services or facilities to guests
1	1	1	2	1	3	1	15. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	1	1	16. Promotes the hotel or motel by giving immediate and courteous service to guests
1	1	1	1	1	3	1	17. Offers customers free copies of community events brochures or entertainment brochures
3	1	3	3	2	3	1	18. Supplies guests' rooms with hotel or motel letterhead stationery and postal cards
2	3	2	3	2	3	1	19. Secures newspaper publicity for unusual or special guests

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 305 (continued)

JOB TITLE: EXECUTIVE ASSISTANT
JOB NUMBER: 22
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)							CRITICAL TASKS
S	E	S	E	S	E	E	
2	2	2	2	3	2	2	1. Checks stockroom for depleted supplies
2	3	1	3	3	2	2	2. Keeps supplies in stockroom or stock closet organized and assessable
2	2	2	2	3	3	2	3. Initiates stock inventories
2	2	3	3	2	3	2	4. Corrects supplies control books from inventory counts
2	3	2	2	3	3	1	5. Reorders basic stocks and supplies
2	2	2	2	3	3	2	6. Takes stock inventory count
1	1	2	2	1	1	1	7. Inspects rooms for damages or pilferage
2	3	2	3	1	2	1	8. Fills out reports on breakage, missing articles, etc.
2	3	2	3	1	3	1	9. Requisitions stock, foodstuffs or supplies

TASKS ADDED BY INTERVIEWEES:

1. Makes recommendations for repairs and repainting
2. Coordinates the efforts of housekeeping and maintenance

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 305 (continued)

JOB TITLE: EXECUTIVE ASSISTANT
JOB NUMBER: 22
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)							CRITICAL TASKS
S	E	S	E	S	E	E	
1	1	1	2	1	1	1	1. Gives directions to guests
1	1	1	1	1	1	1	2. Adjusts guests' complaints about rooms or service
1	1	1	1	1	1	1	3. Authorizes guests' bank checks
1	1	1	1	1	1	1	4. Makes suggestions to guests for entertainment and sightseeing
1	1	1	1	1	1	1	5. Suggests good restaurants to guests
2	2	3	3	2	1	1	6. Contacts club groups, associations or businesses to promote banquet, party or convention facilities
2	2	3	2	2	2	1	7. Helps guests plan banquets, parties, receptions or conventions
1	1	1	2	1	1	1	8. Takes reservations by phone, mail or telegraph

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 306

JOB TITLE: MANAGER
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)			CRITICAL TASKS
E	S	E	E	E	E	E	
1	1	1	1	1	1	1	1. Operates hotel or motel for greatest efficiency and profitability
1	1	1	1	1	1	1	2. Provides comfort and hospitality for guests
1	1	1	1	1	1	1	3. Directs and coordinates the activities of various departments and services of the hotel or motel
1	1	1	1	1	1	1	4. Improves operations
1	2	1	2	2	1	1	5. Establishes credit policies
1	1	1	1	1	1	1	6. Decides on room rates and changes
1	1	1	1	1	1	1	7. Keeps informed of latest trends in his industry
1	1	1	1	1	1	1	8. Keeps informed of tourist attractions and seasonal travel involved within his locality
1	2	1	1	1	1	1	9. Advertises and promotes his establishment for tourists and businessmen
1	1	2	1	1	1	2	10. Screens or supervises the employment of all job applicants in order to maintain a true "hospitality staff"
3	1	1	1	1	1	1	11. Trains or supervises the training of personnel
1	2	1	1	1	1	1	12. Supervises purchasing of supplies
1	2	1	2	1	2	1	13. Makes equipment replacements
3	2	1	1	1	2	1	14. Plans budgets of various departments
2	1	1	1	1	2	1	15. Keeps informed about shifting bighway traffic and relocation
3	2	3	1	1	1	1	16. Maintains "origin of guest" records for future promotional possibilities
1	1	1	1	1	1	1	17. Maintains and promotes facilities to attract banquets, meetings and conventions
1	2	1	1	3	1	1	18. Plans advertising and sales promotion
1	1	1	1	1	2	2	19. Works with travel agencies
1	1	1	1	1	2	1	20. Works closely with local Chamber of Commerce
1	1	1	2	1	3	3	21. Shows and sells room accomodations
1	1	1	1	1	1	1	22. Participates in community efforts
1	2	1	1	1	2	2	23. Offers facilities for meetings to community groups such as Boy Scouts and YMCA
1	1	1	1	1	1	1	24. Tours and inspects the rooms and grounds
1	1	1	1	1	1	1	25. Works closely with other hotels and motels for overflow business
1	1	1	1	2	1	3	26. Maintains an inventory of supplies
1	2	1	1	1	1	1	27. Decides on type of patronage to be solicited
1	2	1	1	1	1	1	28. Authorizes expenditures

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 306 (continued)

JOB TITLE: MANAGER
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)			CRITICAL TASKS
E	S	E	E	E	E	E	
1	1	1	1	1	1	1	29. Delegates authority and assigns responsibilities
3	1	1	1	1	3	3	30. Processes reservations
2	1	1	1	1	1	2	31. Adjusts guest complaints
1	1	1	2	1	1	2	32. Determines type of services to be offered
3	2	2	1	1	1	1	33. Supervises dining facilities
2	2	1	1	1	1	1	34. Arranges for outside services (ex. - fuel delivery, laundry, maintenance and repair)

TASKS ADDED BY INTERVIEWEES:

1. Supervises the collection of delinquent accounts
2. Participates in local civic and social clubs or groups

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 307

JOB TITLE: MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)			CRITICAL TASKS
E	S	E	E	E	E	E	
2	2	1	2	1	1	3	1. Develops lighting arrangements suitable to the lobby or other publicly-used rooms
1	1	1	1	3	1	1	2. Sees that hotel or motel personnel are dressed neatly and attractively in clean, well-fitting uniforms
3	1	1	1	3	2	2	3. Directs customers' attention to displays of maps and places of interest
3	1	1	1	3	2	2	4. Displays posters of special events in the community for tourists to see
3	1	1	1	3	1	3	5. Displays a listing of meetings being held in the establishment with date, time and location
3	1	2	1	3	2	3	6. Calls guests' attention to directional signs
2	2	1	1	1	1	1	7. Decorates guest rooms attractively
2	2	1	1	1	1	1	8. Decorates lobbies, convention or banquet rooms attractively
2	1	1	1	1	1	1	9. Supplies guests information on advertised services and facilities
2	1	1	1	1	1	1	10. Informs hotel or motel personnel involved about advertised services and facilities
2	1	2	1	2	1	1	11. Reads own and competitor's newspaper or trade journal ads
2	2	1	3	2	1	2	12. Plans and conducts sales promotion compaigns and advertising
2	2	1	3	2	2	2	13. Approves ad copy and artwork for newspaper, magazine or travel brochure ads
2	1	1	3	1	2	1	14. Points out advertised services or facilities to customers
3	1	1	3	1	3	1	15. Provides and advertises special facilities for children
2	3	1	3	2	2	1	16. Places ads in local newspapers, bulletins, football programs and calendars
1	1	1	1	3	1	1	17. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	1	1	18. Promotes the hotel or motel by giving immediate and courteous service to customers
2	1	1	1	1	3	1	19. Offers customers free copies of community events brochures or entertainment brochures

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 307 (continued)

JOB TITLE: MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - SALES PROMOTION

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)			CRITICAL TASKS
E	S	E	E	E	E	E	
2	2	2	3	2	1	1	20. Secures attractive outdoor signs
3	1	3	3	1	1	1	21. Supplies guests' rooms with hotel or motel letterhead stationery and postal cards
2	3	3	3	1	1	1	22. Advertises on billboards in effective locations
2	1	1	3	2	2	2	23. Secures newspaper publicity for unusual or special guests
2	1	1	3	2	2	2	24. Promotes local interest stories
3	1	2	1	1	1	3	25. Advertises hotel or motel facilities and services in rooms with appropriate tent cards

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 307 (continued)

JOB TITLE: MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - CARE OF ROOMS, EQUIPMENT, SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)			CRITICAL TASKS
E	S	E	E	E	E	E	
2	1	2	2	2	3	3	1. Checks stockroom for depleted supplies
3	1	2	2	1	3	3	2. Keeps supplies in stockroom or stock closet organized and assessable
2	2	1	2	2	2	2	3. Initiates stock inventories
2	2	2	2	2	3	3	4. Corrects supplies control books from inventory counts
2	1	1	1	2	1	2	5. Reorders basic stocks and supplies
3	2	2	2	2	3	3	6. Takes stock inventory counts
2	2	1	1	2	1	1	7. Inspects rooms for damages or pilferage
3	1	2	2	1	3	3	8. Fills out reports on breakage, missing articles, etc.
3	1	3	1	2	3	2	9. Calls vendors if cigarette or other machines need refilling

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 307 (continued)

JOB TITLE: MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Transient (over 100 rooms)				Transient (under 100 rooms)			CRITICAL TASKS
E	S	E	E	E	E	E	
1	1	1	1	2	2	1	1. Gives directions to guests
2	1	2	1	2	1	1	2. Adjusts guests' complaints about rooms or service
2	1	1	1	2	1	1	3. Authorizes guests' bank checks
2	1	1	1	2	2	2	4. Makes suggestions to guests for entertainment and sightseeing
2	1	1	1	1	2	2	5. Suggests good restaurants to guests
2	1	1	1	3	1	1	6. Contacts club groups, associations or businesses to promote banquet, party or convention facilities
2	1	2	1	2	1	1	7. Helps guests plan banquets, parties, receptions or conventions
2	1	1	1	1	2	2	8. Takes reservations by phone, mail and telegraph

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 308

HOTEL/MOTEL PERSONNEL CONTACTS

CONTACTS JOBS*

	26	27	28	29	19	30	31	32	33	34	35	36	37	3	16	22
1. Cashier	X	X	X			X	X	X	X	X	X	X	X	X	X	X
2. Management trainee											X	X				X
3. Clerical	X	X	X	X						X	X	X	X			X
4. Secretary	X	X	X	X	X	X	X		X		X	X	X	X	X	X
5. Bookkeeper	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X
6. Restaurant personnel	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X
7. DE students																
8. Gardener		X										X				X
9. Maids	X	X	X	X	X					X	X	X	X			X
10. Maintenance personnel	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
11. Hotel or motel manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
12. Hotel or motel assistant manager	X	X	X	X	X	X		X		X	X	X	X	X		
13. Bellmen	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X
14. Bell captain	X		X	X		X				X	X	X	X	X	X	X
15. Room clerk	X	X	X		X	X	X		X	X	X	X	X	X	X	X
16. Switchboard operator	X	X	X	X	X	X	X		X	X	X	X	X		X	X
17. Parking lot attendant		X	X										X			X
18. Service superintendent		X										X		X		X
19. Information desk clerk	X	X	X							X	X	X			X	X
20. Catering manager	X	X	X	X		X		X			X	X	X	X		X
21. Chef	X	X	X			X			X	X	X	X		X	X	X
22. Chef's steward	X	X	X	X		X		X	X			X		X		X
23. Night auditor	X			X	X	X					X				X	X
24. Executive assistant		X	X			X						X	X	X		
25. Housekeeper	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X
26. Sales manager	X	X	X							X		X	X	X		X
27. Purchasing agent	X	X	X		X					X		X				X
28. Recreation director						X										
29. Building superintendent	X	X	X					X	X	X	X		X	X		X
30. Reservation manager	X	X	X							X	X		X	X		X
31. Storeroom clerks		X	X			X		X					X	X		X
32. Doorman		X	X										X			X

PERSONNEL CONTACTS ADDED BY INTERVIEWEES:

1. Hotel doctor
2. Security officer
3. Hotel drug store attendants
4. Auditing manager
5. Managers of the various clubs housed in the hotel
6. Head waiters
7. Hotel's printer
8. Dining room hostess
9. Department heads
10. Controller
11. Personnel director

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* Jobs are identified in the listing of Entry, Career and Specialist Jobs on page 946.

TABLE 309

OUTSIDE OF HOTEL OR MOTEL CONTACTS

CONTACTS	JOBS*															
	26	27	28	29	19	30	31	32	33	34	35	36	37	3	16	22
1. Supplies and/or equipment salesmen				X				X	X	X	X			X	X	X
2. Newspaper, television or radio personnel									X		X					X
3. Distributive education coordinators									X							X
4. Competitive hotel or motel personnel			X	X			X		X		X	X		X	X	X
5. Deliverymen, truckmen or distributors	X	X	X	X				X	X	X		X		X	X	X
6. Banking personnel											X				X	X
7. Vending machine jobbers		X		X											X	X
8. Customers	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X
9. Health department inspectors			X					X	X	X	X	X		X	X	X
10. Retail Merchants' Association members											X					X
11. Insurance men											X	X		X		X
12. Lawyer											X					X
13. Police	X	X		X						X	X		X			X
14. Photographers									X		X		X		X	X
15. Travel agents	X	X							X		X		X			X
16. Rent-a-car personnel		X	X								X					X
17. Tourist attraction officials	X	X	X						X		X		X		X	X
18. Airline agents		X	X													X
19. City officials (mayor)											X		X			X
20. Florists	X	X	X			X			X		X					X
21. Cab drivers	X	X	X	X												X
22. Limousine drivers	X	X	X	X							X					X
23. Orchestra or combo members											X					X

OUTSIDE OF HOTEL OR MOTEL CONTACTS ADDED BY INTERVIEWEES:

1. Purchasing agent association
2. Chamber of Commerce
3. Medical doctor
4. Ambulance service
5. Employment agencies
6. Fire department
7. Convention representatives
8. Outside contractors
9. Fire department
10. Electricians, repairmen

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* Jobs are identified in the listing of Entry, Career and Specialist Jobs on page 946.

TABLE 310

HOTEL/MOTEL SUPERVISORY RESPONSIBILITIES

SUPERVISORY RESPONSIBILITIES**	JOBS*															
	26	27	28	29	19	30	31	32	33	34	35	36	37	3	16	22
1. Secretary											X	X				X
2. DE student																
3. Cashier															X	X
4. Assistant manager																
5. Room clerk															X	X
6. Bellmen		X	X	X			X								X	X
7. Bell captain			X												X	X
8. Maids										X						X
9. Maintenance personnel												X				X
10. Parking lot attendant																
11. Management trainee																X
12. Service superintendent																X
13. Chef									X							
14. Night auditor (manager)															X	X
15. Housekeeper															X	X
16. Sales manager																
17. Purchasing agent																
18. Recreation director																
19. Building superintendent																X
20. Reservation manager																X
21. Storeroom clerks																
22. Doorman			X													
23. Executive assistant																
24. Clerical																X
25. Switchboard operator				X											X	X
26. Information desk clerk															X	X
27. Dining room employees																
28. Kitchen employees								X								

SUPERVISORY RESPONSIBILITIES ADDED BY INTERVIEWEES:

1. Bookkeeper
2. Receiving clerk
3. Warehousemen
4. Assistant trainee
5. Warehouse manager
6. Truck drivers
7. Payroll clerk
8. Laundry personnel
9. Lobby boy
10. Elevator operators
11. Pantry women (prepare salads)
12. Dishwashers
13. Busboys
14. Assistant social directors
15. Catering function crew
16. Cooks
17. Assistant housekeeper
18. Inspectresses
19. Linen room supervisor
20. Parlor maids
21. Linen room attendants
22. Housemen
23. Night cleaners
24. Painters

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* Jobs are identified in the listing of Entry, Career and Specialist Jobs on page 946.

** The personnel listed are those supervised by the workers as indicated by job numbers.

TABLE 311

HOTEL/MOTEL EQUIPMENT AND MATERIALS

EQUIPMENT AND MATERIALS	JOBS*															
	26	27	28	29	19	30	31	32	33	34	35	36	37	3	16	22
1. Posting machine				X	X		X								X	X
2. Cash register				X	X		X								X	X
3. Adding machine				X	X	X	X	X	X					X	X	X
4. Typewriter				X	X	X	X		X		X		X		X	X
5. Telephone	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
6. Uniforms and aprons	X	X	X					X		X						
7. Signs and sign holders	X	X	X									X	X			X
8. Restaurant menus						X		X	X				X	X		
9. Filing equipment				X	X	X	X		X		X			X	X	X
10. Supply and equipment order forms			X			X	X	X	X	X		X		X	X	X
11. Report forms			X		X	X	X		X	X	X	X	X	X	X	X
12. Linens										X						
13. Cleaning agents and equipment	X							X		X		X				
14. Cigarette, drink and candy vending machines	X	X													X	
15. Lockers	X	X	X							X		X				X
16. Intercom speakers				X									X			X
17. Pencils and pads	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
18. Vacuum cleaner	X									X						
19. Fire extinguisher	X	X	X					X		X		X		X		X
20. Ice machines or chests	X	X	X					X		X		X				
21. Televisions	X									X		X				X
22. Safe (guests' cash and valuables)				X	X		X								X	X
23. Temperature control equipment	X	X					X		X	X		X		X	X	
24. Folding chairs (conference)	X		X												X	X
25. Folding tables (conference)	X		X												X	X
26. Ash tray stands	X		X							X						X
27. Recreational facilities							X						X		X	
28. Guest evaluation forms				X							X				X	X
29. Minor repair tools												X			X	
30. Credit cards				X	X	X	X				X				X	X
31. Room reservation forms				X	X	X	X		X		X				X	X
32. Postal cards and stationery	X	X		X	X		X		X	X	X				X	X
33. Reservation chart or book				X	X	X	X		X		X				X	X
34. Guest registration cards				X	X	X	X				X		X		X	X
35. Guest registration book				X	X	X									X	X
36. Teletypewriter				X	X	X	X								X	X
37. Moving racks (for luggage)	X	X	X							X						
38. Key rack				X	X	X	X					X			X	X
39. Maps	X	X	X	X	X	X	X						X		X	X
40. Mail boxes	X			X	X	X	X								X	X
41. Time stamping machine				X	X	X	X								X	X
42. Magazines				X											X	
43. Travel folders or brochures	X	X	X	X	X	X	X				X		X		X	X
44. Swimming pool (equipment and supplies)							X					X			X	X
45. Switchboard				X	X	X	X								X	X
46. Gardening and lawn equipment												X				
47. Keys and locks	X		X	X	X	X	X			X		X			X	X
48. Pneumatic tube system																X
49. Kitchen utensils and equipment								X				X				

* Jobs are identified in the listing of Entry, Career and Specialist Jobs on page 946.

TABLE 311 (continued)

HOTEL/MOTEL EQUIPMENT AND MATERIALS

EQUIPMENT AND MATERIALS ADDED BY INTERVIEWEES:

1. Elevators
2. Decorating fabrics
3. Luggage identification tags
4. Blueprints for construction work
5. Comptometer
6. Postage machine
7. Mimeograph machine
8. Advance payment reservation forms
9. Zerox machine
10. Ditto machine

COMPETENCY CLUES

ACCOMMODATIONS AND FACILITIES

Interviewees indicated that they needed to know the following types of information concerning accommodations and facilities in order to perform their job tasks:

1. The prices of different type rooms
27 28 29 19 30 31 33 34 35 3 16 22

2. Available room sizes
27 28 29 19 30 31 33 34 35 3 16 22

3. The time when rooms are remade and ready for occupancy
26 29 19 30 31 33 34 35 37 16 22

4. The time required to make up rooms
30 33 34 35 16 22

5. The number of rooms not reserved and available for occupancy
28 29 19 30 31 33 35 16 22

6. Profit value in different type rooms
29 19 30 31 33 35 16 22

7. Hotel restaurant hours for serving meals
26 27 28 29 19 30 31 32 33 34 35 36 37 3 16 22

8. Guest services offered (ex. - swimming pool, baby sitting service and transportation systems)
26 27 28 29 19 30 31 33 34 35 36 37 3 16 22

9. Arrival and departure times of limousine and public transportation services
26 27 28 29 30 33 35 37 22

10. What recreational facilities are available
26 27 28 29 19 31 34 35 36 37 3 16 22

COMPETENCY CLUES ADDED BY INTERVIEWEES:

1. City streets and highways to answer guest's questions
2. How to locate airline, bus and train schedules
3. The number of guests in the house each day in order to plan quantities of food

COMPETENCY CLUES

POLICIES AND PROCEDURES

Interviewees indicated that they needed to know the following types of information concerning policies and procedures in order to perform their job tasks:

1. Equipment use and protection	26	27	28	29	19	30	31	32	33	34	35	36	37	3	16	22
2. Customer complaints and adjustments (about food and services)	26	27	28	29	19	30	31	32	33	34	35	36	37	3	16	22
3. Training procedures	26	27	28	29	19	30	31	32	33	34	35	36		3	16	22
4. Supplies and equipment inventory control		27	28	29			31	32	33	34	35	36	37	3	16	22
5. Pricing rooms or services rendered			28	29	19	30	31		33	34	35			3	16	22
6. Purchasing policies			28					32	33	34	35	36		3	16	22
7. Personnel policies	26	27	28	29	19	30	31	32	33	34	35	36	37	3	16	22
8. Recordkeeping procedures		27	28	29	19	30	31	32	33	34	35	36	37	3	16	22
9. Extension of credit				29	19		31		33		35			3	16	22
10. Good housekeeping and room make-up procedures	26		28	29			31	32	33	34	35				16	22
11. Rules of etiquette	26	27	28	29		30		32	33	34	35	36	37	3		22
12. Reservation procedures	26	27		29	19	30	31		33		35				16	22
13. Swimming pool policies (rules)	26	27		29			31		33		35	36	37		16	22
14. Seasonal room rate changes				29		30	31		33		35	36			16	22
15. Hotel grounds protection	26	27	28				31		33		35	36			16	22
16. Refunds, cancellation policies				29	19	30	31		33		35			3	16	22
17. Room service	26	27	28	29	19	30	31	32			35			3	16	22

COMPETENCY CLUES

POLICIES AND PROCEDURES
(continued)

18. Guest registration procedure
26 27 28 29 19 30 31 35 16 22

19. Guest check-out procedures
26 27 28 29 19 30 31 35 16 22

COMPETENCY CLUES ADDED BY INTERVIEWEES:

1. Front desk procedures
2. Cashiers' procedures
3. Safety precautions and health regulations
4. Policies regarding "sell-outs"
5. Hotel parking procedures
6. Procedures for arriving and leaving work (passes, time clock, etc.)

HOTEL/MOTEL COMPETENCIES[7]

AREA OF ADVERTISING

Knowledges and Understandings:

1. Knowledge of the uses of promotional and institutional advertising.

   26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

2. Knowledge of the types of media that are available for advertising - periodicals (newspapers, magazines, trade journals), mass media (radio, tv, billboards) and direct advertising (catalogs, circulars, letters).

   16 22 33 35

3. Knowledge of the services and/or accomodations being advertised in order to better promote them.

   29 30 32 37 35 33 16 22

5. Knowledge of the factors to consider when checking advertising proofs for corrections.

   35 33 22 16

7. Knowledge of the relative costs of advertising in various media.

   22 35 33 16

9. Knowledge of the various methods which can be used to inform guests of special events.

   26 27 28 29 19 30 37 35 33 16 22

11. Knowledge of the purposes of advertising.

    26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

13. Knowledge of the types of information or events which might be of interest to the public from a public relations or publicity standpoint.

    35 16 22

15. Knowledge of the ways in which past advertisements can be helpful in planning future ads.

    16 22 33 35

16. Knowledge of how to select services and/or accomodations for advertising that are seasonal and timely.

    22 35 33 37 16

17. Understanding that an appealing advertising headline gains the customer's attention.

    35 22 16 33

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[7] Numbers below each competency indicate number of job which requires the competency. See page 946 for job number.

HOTEL/MOTEL COMPETENCIES

AREA OF ADVERTISING

Knowledges and Understandings:

18. Knowledge of how to tie together advertising, sales promotion and public relations programs in an effort to bring the hotel or motel to the attention and consideration of the largest possible number of prospective patrons.

    16 22 35 33

19. Knowledge of how to secure or prepare good illustrations that will maintain a customer's interest in an ad.

    35 22 16 33

20. Knowledge of how to evaluate the effectiveness of various advertising media for merchandise being advertised.

    16 22

24. Knowledge of how to channel material with news interest to the press, taking advantage of publicity stories.

    16 22 35 33

25. Knowledge of how to make personal sales calls in an effort to increase business.

    35 16 22 33

26. Knowledge of how to use "piped-in" music for guest rooms, dining areas and public rooms to help create a desired image.

    16 22 33 37 35

33. Knowledge of how to promote good public relations by offering hotel/motel facilities as the meeting place for community charity efforts, such as, Boy Scouts, YMCA, etc.

    16 22 35 33

Skills:

1. Skill in keeping personnel informed of sales promotion activities within the hotel.

    28 29 19 30 31 32 33 34 3 35 36 37 16 22

2. Skill in studying specific information in ads and using the advertised facts effectively in selling.

    29 19 22 30 31 37 35 33 16

3. Skill in evaluating the effectiveness of advertising in terms of sales and costs.

    16 22 35 33

HOTEL/MOTEL COMPETENCIES

AREA OF ADVERTISING

Skills:

5. Skill in correctly informing guests of the location of advertised services and accomodations within the hotel.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

6. Skill in preparing information for advertising copy that will attract potential business.

16 22 33 35 37

7. Ability to use promotional, institutional or a combination of promotional and institutional advertising to best promote accomodations, services and hotel image.

16 22 33 35 37

8. Ability to select accomodations and services for advertising that are seasonal and timely.

16 22 33 35 37

9. Skill in analyzing past advertisements for their effectiveness and for guidance in planning future ads.

16 22 33 35 37

11. Ability to inform guests of special events within the hotel.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

12. Skill in checking advertising proofs for corrections, omissions and additions.

16 22 33 35 37

14. Skill in selecting the best medium for the type advertising to be done.

22 35 33 16 37

Attitudes:

1. Attitude that although advertising's goal is to sell the hotel's facilities and services, hotel personnel usually must complete the sale.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

2. Attitude that good advertising will help increase business for a hotel by creating interest and desire in customers.

26 27 28 29 19 30 31 32 33 34 35 36 37 16 22

3. Attitude that an awareness of competitors' advertised facilities and services is beneficial in promoting one's own accomodations and services.

29 19 30 32 37 35 33 34 16 22 26 27 28

HOTAL/MOTEL COMPETENCIES

AREA OF ADVERTISING

Attitudes:

7. Attitude that advertising helps increase business during a slow business period.

30 37 35 33 16 22

9. Attitude that advertising can be developed to produce immediate business or create a favorable attitude toward the hotel for future business.

35 33 22 16

10. Attitude that advertising, to be effective, must be supplemented by well-informed and intelligent personnel and prompt, courteous service.

26 27 28 29 30 31 32 33 34 3 35 36 37 16 22

11. Attitude that it is necessary to know facts about advertised services and accomodations in order to better promote and sell them.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

15. Attitude that past advertisements should be analyzed for their effectiveness and as a guide in planning future ads.

16 22 31 35 34

16. Attitude that advertising is a form of preselling - a tool which creates attention, arouses interest, creates desire and induces action.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

20. Attitude that some of a hotel or motel's best publicity comes from publicity stories.

16 22 35 33 37

21. Attitude that "guest-history" records are valuable not only in serving guests on return visits but also in direct-mail and other promotional efforts.

16 22 30 29 35 37 33

22. Attitude that personal sales calls will help create an interest in the hotel or motel in the local community.

35 16 22 33

24. Attitude that the creation of a desirable image can often be enhanced with a certain trademark or other easily identifiable symbol.

22 35 16 33 37

HOTEL/MOTEL COMPETENCIES[7]

AREA OF COMMUNICATIONS

Knowledges and Understandings:

1. Knowledge of how to suggest changes to management.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

2. Knowledge of how to use written communications in forms and reports.

27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

3. Knowledge of the correct forms used in business letter writing.

29 30 31 32 33 34 3 35 36 37 16 22

4. Knowledge of how to address other people in a business-like manner whether they are customers, fellow employees, supervisors or management.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

5. Knowledge of how to communicate to others in order to encourage them to work willingly.

27 28 30 32 33 34 3 35 36 37 16 22

7. Knowledge of the differences that exist in communications used in selling over the telephone and person-to-person.

29 30 35 33 16 22

8. Knowledge of the approaches which can be used in assigning duties and delegating authority so that everything is completely clear.

28 16 22 34 33 32 36 37 3 35 27

9. Knowledge of the situations in which to use a technical language or commonly understood language.

16 22 3 30 29 32 33 35 36 37

10. Knowledge of when to keep communications confidential.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

12. Knowledge of adult training classes offered distributive workers by the local public school system and other agencies in the community.

16 22 35 34 36

13. Knowledge of the important benefits, both short-and long-range ,derived from keeping the public as much aware of the hotel's image as possible.

16 22 35 33

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[7] Numbers below each competency indicate number of job which requires the competency. See page 946 for job number.

HOTEL/MOTEL COMPETENCIES

AREA OF COMMUNICATIONS

Knowledges and Understandings:

14. Understanding that to control grievances within the organization, employees should be given timely information concerning policies and procedures.

28 16 22 34 33 32 36 37 3 35

17. Understanding that communications in assigning work means a constant striving for clarity.

28 16 22 34 33 32 36 37 3 35

19. Understanding that since interpretations placed on the spoken word vary with different people, one must be careful to speak so that correct interpretation can be made by individual listeners.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

20. Knowledge of how to work compatibly with other hotels and motels so that overflow business can be referred from one to the other.

35 16 22 33

21. Knowledge of how to tactfully inquire of a departing guest if any recent charges have been made that might not yet have reached his account.

29 31 19

Skills:

1. Skill in using the telephone correctly and most effectively.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

2. Skill in receiving or giving telephone orders, complaints and messages.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

3. Skill in handling guest inquiries for general information.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

4. Skill in interpreting hotel policies to guests.

26 27 28 29 19 30 33 35 36 16 22 34

6. Skill in listening to and following directions.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

7. Skill in developing descriptive phrases and sentences to be used in promoting services and accomodations offered by the hotel.

26 27 28 29 19 30 31 32 35 37 16 22

9. Skill in effective use of speech and vocabulary.

26 27 28 29 19 30 31 32 33 34 35 3 36 37 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

11. Skill in interpreting management's policies to employees and employees' problems to management.

28 16 22 33 34 32 36 37 3 35

13. Skill in writing purchase orders legibly so that errors in quantities, shipping, pricing information, etc., can be eliminated.

3

14. Skill in communicating effectively with guests, co-workers and supervisors.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

16. Skill in compiling several reports into a composite report, statement or presentation for management.

30 31 32 33 34 3 35 36 37 16 22

17. Skill in listening to guests' names and addresses and writing them correctly.

29 19 30 35 33 16 22

18. Skill in writing grammatically correct, attention-getting advertising copy.

35 16 22 33

19. Skill in developing phrases and sentences to be used in describing the hotel's accomodations and facilities.

26 27 28 29 19 30 33 35 16 22

20. Skill in writing informative and effective business letters.

30 33 3 35 16 22 36

23. Skill in determining the reason for a guest's complaint on billing, adjusting the complaint and tactfully informing the guest of the adjustment.

29 19 16 22

24. Ability to talk clearly and pleasantly, conveying spirit and enthusiasm in one's speech.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

25. An ability to assist with training or teaching others.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

26. Ability to convey directions and instructions clearly to employees.

28 16 22 34 33 32 36 37 3 35

HOTEL/MOTEL COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

27. Ability to conduct effective employee meetings.

22 16 28 34 32 36 37 35 33

28. Ability to interpret to management the progress of a certain department, system or function within the hotel.

28 16 22 30 31 34 33 32 36 37 3 35

29. Ability to stimulate interest with use of trademark slogans, similes, etc.

29 19 30 31 16 22 33 35 37

30. Skill in translating technical words concerning accomodations and services into the guest's language.

26 27 28 29 19 30 31 37 35 33 16 22

Attitudes:

1. Attitude that the ability to communicate skillfully in good English is essential to a person's business advancement.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

2. Attitude that poor or awkward grammar lowers hotel personnel and the hotel's image in the estimation of the guest.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

4. Attitude that in distributive and service occupations the "spoken word" is an important tool of the trade.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

5. Attitude that active membership in trade associations provides excellent opportunities for learning of trends and advanced methods in hotel and motel operations.

22 35 3 32 34 33 16

6. An awareness that product knowledge and business trends can be obtained by reading trade and business journals and publications.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

7. An awareness that the voice can be used to express conviction and convey confidence.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

8. Attitude that the tone of voice can express sincere welcome and eagerness to be of service.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

9. An appreciation of the value of correct enunciation and pronunciation in speaking.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

10. An awareness that the use of terms of "endearment" lowers the hotel employee and the hotel's image in the estimation of the guest.

26 27 28 29 16 22 19 30 31 32 37 33 35

11. A belief that the voice is an important medium through which selling is accomplished.

29 19 16 22 36 33 35

12. A feeling that voice tone quality enhances the value of the service described.

29 19 16 22 30 32 35

13. An awareness of the importance of adequate service knowledge in telephone selling.

29 30 16 22 33 35

14. Attitude that by listening "with a sensitive ear" one can often detect true sources of complaints or grievances among hotel personnel.

28 16 22 34 33 32 36 37 3 35

15. An awareness that nothing is quite so important or contagious as enthusiasm - for the hotel, the services offered and for guests.

3 26 27 28 29 30 19 16 22 31 33 32 34 35 36 37

16. A belief that an important phase of management's responsibility in any organization is communications.

16 22 34 33 32 36 37 3 35

17. A belief that communication must be a two-way process between management and employees.

16 22 34 33 32 36 37 3 35

18. A realization that even in the most skillfully constructed communications misinterpretations will develop.

16 22 33 34 3 35 32 36 37

19. A belief that management has a responsibility to keep informed of technical advances and new methods in hotelkeeping and services by reading trade journals and publications.

22 16 32 33 34 3 35 36 37

HOTEL/MOTEL COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

20. A realization that first impressions are important to the business and last impressions are longest remembered.

    26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

21. Awareness that certain thoughtlessly used terms or words can be misinterpreted by the listener.

    26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

22. Attitude that when assembling data on a particular hotel or motel topic certain authorities in the field must be recognized.

    16 22 35

23. A realization that gestures help convey feelings in spoken communications.

    26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

24. Attitude that attending departmental meetings is a good way to keep informed of promotions, changing methods and operating picture.

    26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

25. A belief that communications between the various divisions within a hotel will result in a more efficient operation with mutual benefits to all.

    26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

26. A belief that since hotel business organizations have many common goals and problems, they should maintain cordial and working relationships which will permit a flow of ideas among them.

    16 22 35 33 34 37

HOTEL/MOTEL COMPETENCIES[7]

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

1. Knowledge of how to get results through people by practicing effective human relations.

27 28 30 32 33 34 3 35 36 37 16 22

2. Knowledge of the factors which appear to affect morale.

28 16 22 34 33 32 3 36 37 35

3. Knowledge of how to dress appropriately for the job and maintain a well-groomed appearance.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

4. Knowledge of how to build morale in employees.

27 28 32 33 34 3 35 36 37 16 22

5. Knowledge of how to recognize the accomplishments of others.

27 28 32 33 34 3 35 36 37 16 22

6. Knowledge of how to develop and maintain a pleasant working environment.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

7. Knowledge of how to be orderly and systematic.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

8. Knowledge of how to show an interest in others.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

9. Knowledge of how to build sound working relationships in "forced" associations.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

10. Knowledge of how to motivate others for best performance.

27 28 30 31 32 33 34 3 35 36 37 16 22

11. Knowledge of the evidences of poor morale - high personnel turnover, numerous grievances, increased absenteeism and tardiness, restriction of output, etc.

28 16 22 33 32 34 3 35 36 37

12. Knowledge of morale as being the term frequently used to describe employee attitudes toward their jobs, employer and fellow employees.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 946 for job number.

HOTEL/MOTEL COMPETENCIES

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

13. Understanding that supervisors or managers accomplish results by encouraging employees to work toward mutually beneficial objectives.

28 16 22 32 33 34 3 35 36 37

14. Understanding that a positive attitude is usually reflected in one's work.

26 27 28 29 19 30 31 32 33 34 3 35 36 16 37 22

15. Understanding that the supervisor must help new employees adjust to their jobs, seeing that they are trained for the job and that they become acquainted with fellow employees.

28 16 22 3 32 33 34 35 36 37

16. Understanding that human relations in the hotel/motel organization consists of an interdependence with fellow employees, supervisors and guests.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

17. Understanding that personnel usually understand and comply more readily with policies which they have helped develop.

28 16 22 32 33 34 3 35 36 37

18. Understanding that employees will comply more readily with policies they understand.

28 22 32 33 34 3 35 36 37 16 30

20. Knowledge of the ways to effectively handle difficult guests.

26 29 27 28 19 30 31 32 37 16 22

Skills:

1. Skill in developing and maintaining harmonious relationships with other employees.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

2. Skill in sponsoring new employees in the business.

26 27 28 29 19

3. Skill in working cooperatively with fellow employees, supervisors and management and being aware of their needs and motivations.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

4. Skill in maintaining an objective point of view in problem situations.

26 27 28 29 19 30 31 32 33 34 3 36 35 37 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

5. Skill in maintaining good health for effective job performance.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

6. Skill in developing personality traits necessary for successful job performance.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

7. Skill in representing the business favorably to guests and outside business associates.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

8. Skill in adapting to the personality and needs of guests.

26 27 28 29 19 30 31 32 33 34 35 36 37 16 22

9. Skill in avoiding misrepresentations of people, facilities and accomodations and policies.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

10. Skill in selecting the right person to do a job, giving clear instructions and following up on instructions to see that they are properly carried out.

27 28 32 33 34 3 35 36 37 16 22

11. Skill in interviewing employees regarding corrections and grievances.

28 32 33 34 3 35 36 37 16 22

13. Skill in training employees and following up on the effectiveness of training.

28 32 33 34 3 35 36 37 16 22

14. Skill in exercising self-control during trying situations.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

15. Skill in accepting criticism and turning it into a character-building element.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

16. Skill in demonstrating initiative and creativity.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

17. The ability to determine which applicants shall be employed and trained in order to best carry out business objectives.

16 22 34 37 32 36

HOTEL/MOTEL COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

18. The ability to follow through on the initial experiences of new employees, determining whether they are to be retrained, transferred or released.

28 16 22 3 32 33 34 35 36 37

19. The ability to evaluate the abilities, interests and performance of employees in relation to possible advancement.

28 16 22 32 33 34 3 35 36 37

20. Ability to capitalize on the talents and attributes of employees both to their benefit and that of the hotel.

28 16 22 32 33 34 3 35 36 37

21. Skill in adapting to change.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

22. The ability to understand one's self.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

23. Skill in generating enthusiasm toward people.

26 27 28 29 19 30 31 32 3 33 34 35 36 37 16 22

Attitudes:

1. Attitude that the hotel's personnel policies are established for the benefit of the hotel and the employee.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

2. Attitude that next to job performance, human relations is an employee's greatest responsibility.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

3. Attitude that the worker's satisfactory job performance includes not only what he does, but also how he influences other people, whether good or bad.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

4. Attitude that employee morale is a primary responsibility of management.

16 22 36 37 3 35 33 34

5. A belief that honesty and integrity are personality traits necessary in job situations, such as, recordkeeping, timekeeping and stockkeeping in addition to working with money.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

6. An awareness that understanding others and one's self is basic to working harmoniously together.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

7. Attitude that leadership concentrates on effective relationships with others.

28 32 33 34 3 35 36 37 16 22

8. A feeling that the effective supervisor must be a leader whose job is to achieve results through other people.

28 16 22 32 33 34 3 35 36 37

9. An awareness that an employee must be willing to accept and adjust to change.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

10. An awareness of the necessity to perform tasks in addition to one's job responsibilities when situations necessitate.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

11. A belief that a supervisor should set an example of personal work habits and character which employees can emulate.

27 28 16 22 32 33 34 3 35 36 37

12. An awareness that good personal appearance helps create effective customer impressions.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

13. A feeling that good human relations within a hotel builds good public relations.

28 16 22 32 33 34 3 35 36 37

14. An awareness that good human relations improve employee morale by encouraging cooperation, generating happiness and creating harmony.

28 16 22 32 33 34 3 35 36 37

15. An awareness that good human relations helps increase production by stimulating interest and creativeness in employees.

28 16 22 32 33 34 3 35 36 37

16. An awareness that properly kept personnel records can create good employee relations and increase morale.

16 22

17. An awareness that creativity among hotel personnel should be rewarded.

28 32 33 34 3 35 36 37 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

18. A willingness to accept and put into practice the planned policies and procedures of management.

    28 32 33 34 3 35 36 37 16 22

19. An awareness that good human relations depends on the personality factor and the adjustment of personalities.

    28 32 33 34 3 35 36 37 16 22

20. A realization that employees' ideas often prove beneficial when incorporated into business operations.

    28 32 33 34 3 35 36 37 16 22

21. A realization that employee morale is influenced by the supervisor's attitude.

    32 33 34 3 35 36 37 16 22

22. Attitude that the interests of the business can be effectively promoted by active participation in the local Chamber of Commerce and local community project activities.

    16 22 35 33

23. A recognition that training contributes to the understanding by supervisors of personnel management and other managerial functions which they must perform.

    28 32 33 34 3 35 36 37 16 22

24. An awareness that motivation is closely connected with communication.

    28 32 33 34 3 35 36 37 16 22

25. Attitude that time spent training assistant managers (potential hotel managers) is worthwhile to the future of the business.

    22

26. Attitude that the hotel and its staff are most often appraised by the guest in terms of courtesy, comfort and cleanliness.

    26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

27. A recognition of the need for joining and participating in meetings and activities that will improve personal and professional development.

    26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

HOTEL/MOTEL COMPETENCIES[7]

AREA OF MATHEMATICS

Knowledges and Understandings:

2. Knowledge of the items which are involved in a hotel/motel's operating expenses.

16 22 34 33 35 32 36 37 3

4. Understanding that a hotel's gross profit should cover operating expenses and provide a percentage of net profit.

16 22 32 33 34 3 35 36 37

6. Knowledge of how to read and interpret a departmental profit and loss statement.

16 22 32 33 34 3 35 36

7. Knowledge of mathematical manipulations up to and including first degree algebraic expressions.

28 29 19 30 31 32 33 34 3 35 36 37 16 22

Skills:

1. Skill in multiplying and extending figures with facility.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

2. Skill in adding columns of figures with facility.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

4. Skill in reading self-computing scales that speed up mathematical procedures, such as, tax computation charts.

29 19 30 31 32 33 34 3 35 36 37 16 22

5. Skill in balancing cash and totaling receipts at end of day.

19 31 29 16

6. Skill in computing local, state and federal taxes which must be applied in the sale of services.

29 19 16 22 30 31 33 35

9. Skill in determining billed costs of merchandise after figuring quantity and trade discounts which the manufacturer offers.

3 32 34 22 16 36

11. Skill in analyzing charts and graphs and interpreting the data.

33 3 35 36 16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 946 for job number.

HOTEL/MOTEL COMPETENCIES

AREA OF MATHEMATICS

Skills:

15. Skill in making change and using the cash register.

    29 19 31 16

16. Skill in selecting and analyzing pertinent factors from a statistical or written report.

    33 34 3 35 36 16 22

18. Skill in accurately calculating the exact amount of a guest's bill.

    29 19 16 22 30 31

19. Skill in setting prices on accomodations or services that will cover the cost of operation and yield a profit.

    16 22 33 35 32 37

21. Skill in using and translating percentages with facility.

    29 19 30 31 32 33 34 3 35 36 37 16 22

22. Skill in using such shipping terms as F.O.B. and C.O.D.

    3 22

23. The ability to maintain mathematically correct stock control records.

    3 34 32 36

Attitudes:

1. Attitude that carefully calculating the exact amount of a guest's or party's bill will prevent business shortages.

    29 19 31 16 22 33 35

2. Attitude that retail prices must be carefully placed on services so as to cover the cost of operation and yield a profit.

    16 22 33 35 37 32

3. Attitude that retail prices must be carefully placed on accomodations and services so as to cover the cost of operation and yield a profit.

    16 22 37 35 33

5. Attitude that careful use of cash register or cash drawer will prevent money shortages.

    29 19 16 22 31

HOTEL/MOTEL COMPETENCIES[7]

AREA OF MERCHANDISING

Knowledges and Understandings:

1. Knowledge of the hotel's price line structure and pricing policies.

3 32 33 35 16 22

2. Knowledge of the ways prices psychologically affect guests.

33 32 35 16 22 29 19 30

5. Knowledge of the uses of forms and records necessary in inventory control.

3 32 34 16 22 36

6. Understanding that stock counts are taken for inventory control purposes and for ordering purposes.

16 22 3 32 33 34 35 36 37

7. Knowledge of available resources and characteristics of individual manufacturing firms or suppliers.

3 32 34 36 16 22

10. Knowledge of how to obtain the desired quality for the lowest available price by accepting and reviewing competitive bids before orders are placed.

16 22 3 36 34 32

14. Knowledge of the usual or typical discounts and terms offered by suppliers.

3 32 34 36 22 16

16. Knowledge of vendors' terms and discounting policies.

3 32 34 36 22 16

18. Knowledge of the reasons for making returns of stock or supplies to manufacturers or distributors.

3 32 34 36 22 16

19. Knowledge of the procedures involved in a count for physical inventory.

37 16 22 32 34 3 36

28. Knowledge of stock quantities necessary for seasonal or year-round use.

3 32 34 36 16 22

32. Knowledge of the uses of information available from inventory control systems.

3 32 34 36 16 22

Skills:

1. Skill in placing reorders as soon as the need is discovered to assure depth of stock in wanted items.

3 32 34 36 16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 946 for job number.

HOTEL/MOTEL COMPETENCIES

AREA OF MERCHANDISING

Skills:

3. Skill in keeping up-to-date on trends through trade journals, manufacturers' pulications, etc.

3 32 34 16 22 36

4. Skill in maintaining a close relationship between stocks and rate of consumption.

3 32 34 36 16 22

6. Skill in keeping informed of competitive conditions in the market area which the hotel serves.

16 22 33 35 3 34 30

7. The ability to use the company's purchase order forms.

3 32 34 36 37 16 22

10. Skill in taking accurate stock counts of merchandise for ordering, inventory or unit book control correction purposes.

32 34 36 3

14. The ability to determine the quantity of supplies to buy when purchasing new items or reordering basic stocks.

3 32 34 36 16 22

15. Skill in determining stock quantities necessary for seasonal or year-round consumption.

3 32 34 36 16 22

25. Ability to use information on economic indicators to forecast expected business.

16 22 33 35

28. The ability to determine the psychological effect of prices on guests.

3 32 33 35 16 22 30 29 19

30. Skill in scheduling stock counts to assure depth of stock in needed goods and products.

3 32 34 36 16 22 37

31. The ability to participate in stock counts for physical inventories.

37 16 22 32 33 34 3 35 36

33. Skill in interpreting vendors' terms and discounting policies.

3 32 34 36 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF MERCHANDISING

Skills:

34. Skill in using forms and records necessary in inventory control.

37 16 22 32 33 34 3 35 36

39. The ability to effectively analyze proposed supply purchases by other management personnel, either authorizing, revising or rejecting the proposed purchase in light of need and stock conditions.

3 16 22

Attitudes:

1. Attitude that stockkeeping errors or losses affect company profits.

3 36 34 16 22 32

3. Attitude that the purchasing agent must be kept informed of low quantity points of staple stocks.

3 32 34 36 37 16 22

4. Attitude that one must keep informed of manufacturers' or resources' products and supplies which can be valuably used by the hotel or motel.

3 32 34 36 16 22

11. Attitude that before buying merchandise, its comparative market value, competitive elements, amount of stock on hand and on order must be considered.

3 36 32 34 16 22

17. A belief that unit inventory control book systems must be kept up-to-date if they are to be useful in planning and making purchases.

3 32 34 36 16 22

18. Attitude that manufacturer representatives are a source of market and product information.

3 32 34 36 16 22

25. Attitude that management should keep informed of new advancements and the availability of equipment and supplies for use by hotels.

16 22 34 36 32 37

HOTEL/MOTEL COMPETENCIES[7]

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

2. Knowledge of the hotel's billing procedures.

29 19 30 31 16 22 33 35

3. Knowledge of how to follow through on references given by credit applicants.

16 22

4. Knowledge of how to deal with slow payers or non-collectable credit accounts.

16 22

7. Knowledge of how to handle and record customer payments of bills.

29 19 16 22 31

9. Knowledge of how to work effectively with credit bureaus to supply and receive credit reference information vital to the hotel and the credit bureau.

16 22

10. Knowledge of how to discuss delinquent accounts with a guest, keeping that person's goodwill.

16 22

11. Knowledge of how to maintain a working environment where employees can have a sense of security and reasonable freedom from worry.

28 32 34 3 35 33 36 37 16 22

12. Knowledge of how to help each employee have a feeling of pride in his company and the worthwhileness of his work.

28 32 34 3 35 33 36 37 16 22

13. Knowledge of the ways to make job orientation for new employees friendly, skillful and adequate.

28 32 34 3 35 33 36 37 16 22

14. Knowledge of the methods of training which can be used, such as, telling, showing, demonstration and dramatization.

28 32 34 3 35 33 36 37 16 22

15. Knowledge of how to plan work force budgets and schedule employee working hours, lunch hours and reliefs.

28 32 34 36 37 16 22 33 35

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[7] Numbers below each competency indicate number of job which requires the competency. See page 946 for job number.

HOTEL/MOTEL COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

16. Understanding that a personnel organization by showing lines of authority and responsibility can be used in hiring and training as well as in increasing employee morale.

16 22

17. Knowledge of the hotel's procedures for evaluating employees.

28 32 34 36 37 16 22 35 33

18. Knowledge of how to use the hotel's policies for making decisions on hiring, promoting or dismissing employees.

28 32 34 36 37 16 22 33 35

19. Knowledge of the qualifications set up for recruiting new employees.

28 16 22 32 33 34 3 35 36 37

20. Knowledge of local and national economic factors, such as, strikes and demonstrations, which may influence the business.

28 16 22 32 33 34 3 35 36 37

21. Knowledge of the functions of hotel maintenance.

26 27 28 29 30 31 32 33 34 3 35 36 37 16 22

22. Understanding that proper care of hotel equipment and proper stock arrangements can help prevent accidents.

26 27 28 29 16 30 31 32 33 34 3 35 36 37 22

23. Knowledge of how to plan and develop a workable six-month or yearly budget for a division or department in the hotel.

16 22 32 33 34 3 35 36 37

24. Understanding that although management plans expense control budgets, the actual control must be carried out by the cooperative effort of all hotel employees.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

25. Understanding that seemingly small savings in some expense areas can mean a substantial gain in profits.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

26. Understanding that careful use of supplies will help control expenses.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

28. Knowledge of how to authorize guests' checks according to the hotel's policy.

29 19 30 31 16 22 33 35

HOTEL/MOTEL COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

30. Knowledge of the availability and location of guest facilities.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

33. Knowledge of the factors which influence hotel arrangement and layout.

16 22 36 37 3 33 35 34 32

40. Knowledge of how to record and report federal and state sales taxes.

29 19 30 31 16 22 33 35

41. Knowledge of procedures for reporting and handling damaged supplies and equipment.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

42. Knowledge of how to requisition and obtain supplies needed by the department.

28 29 32 33 34 35 36 37 16 22

44. Knowledge of the amount on-hand of various items that is considered an adequate supply.

29 19 30 31 28 16 22 32 33 34 3 35 36 37

45. Knowledge of the procedures involved in checking incoming stock and supplies in against an invoice.

3 34 32 36 37

46. Knowledge of the procedures for handling incorrect amounts or types of stock or supplies received.

3 32 34 36 37

47. Knowledge of the uses of forms and reports necessary in stockkeeping.

28 32 36 37 3 34 16 22

48. Knowledge of the bookkeeping and accounting process which accompanies the receiving system.

3 32 34 36 37

49. Knowledge of how to file claims for stock damages, shortages and overcharges on carriers, suppliers or manufacturers.

3 32 34 36 37

50. Knowledge of how to follow through on non-delivered or lost shipments.

3 32 34 36 37

HOTEL/MOTEL COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

58. Knowledge of the various modes of transportation used in shipping merchandise from vendors.

3 32 34 36 37

59. Knowledge of how to handle employee complaints and grievances, maintaining an objective point-of-view.

28 30 32 33 34 3 35 36 37 16 22

60. Knowledge of how to develop a hotel budget within which operations can be realistically controlled.

22 16

61. Knowledge of how to run an efficient hotel or motel business without destroying the services expected by guests.

16 22

62. Knowledge of how to use periodic inventories of linen, china, glassware, silver, etc., to determine pilferage, wear due to laundering, carelessness of employees and to keep the cost of replacement in line.

16 22 34 3 32

63. Understanding that the equipment supplied to the housekeeping staff has a direct influence on its efficiency.

16 22 34

64. Knowledge of how to use "percentage of occupancy" - ratio of the rooms occupied by paying guests to the number of rooms for sale - as a valuable indicator of the trend that business is taking.

16 22 35

65. Knowledge of how to use "average rate per occupied room" - figured by dividing the room sales by the number of rooms occupied by paying guests - as an indicator of the trend that business is taking.

16 22 35

66. Knowledge of state laws governing the hotel or motel's responsibility for guests' valuables.

16 22 29 19 31 33 35 30

67. Knowledge of how to take care of employees' or guest's accidents in the hotel.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

68. Knowledge of how to interview potential employees, obtaining all necessary data and offering them information concerning the business operation and policies.

28 32 33 34 3 35 36 37 16 22

70. Knowledge of the names and purposes of significant professional associations - local, state and national - that are of interest to hotel management.

36 37 3 34 33 35 16 22

71. Knowledge of how to use records to analyze and supervise the work of employees at different levels.

16 22

73. Knowledge of how to control expenses in order to provide the highest possible profit.

16 22

75. Knowledge of how to properly handle records for the effective control of the hotel's operation.

16 22

81. Knowledge of the intangibles of business, such as, human relations factors, long-run economic factors and innovations which may influence one's business.

16 22 34 33 35 3 36 32

Skills:

2. Skill in accurately handling and recording guest payment of bills.

29 19 16 22 30 31

3. Skill in tactfully handling slow-payers or non-collectible credit accounts.

16 22

4. Skill in determining when to take legal action with delinquent accounts.

16 22

8. Skill in using credit department equipment, such as, billing or posting machines, addressing machines, comptometers, microfilm machines and credit card stampers.

29 19 30 31 16

12. Skill in selecting and using the methods of training best suited to individual situations.

28 32 33 34 3 35 36 37 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

13. An ability to make job orientation for new employees friendly, skillful and adequate.

28 32 33 34 3 35 36 37 16 22

14. Skill in carefully selecting and placing employees in jobs which they are physically, mentally and emotionally equipped to perform.

16 22 34 28 32 36 37

15. An ability to select those persons most nearly qualified for employement when recruiting potential employees.

28 32 33 34 3 35 36 37 16 22

16. The ability to observe and evaluate the operations of similar hotels or motels in an attempt to increase efficiency in one's own operations.

32 33 34 3 35 36 37 16 22

17. Ability to dtermine in various situations the most efficient way to get the job accomplished.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

18. Skill in handling and caring for hotel equipment.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

21. Skill in recognizing and handling pilferage and thefts.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

23. Skill in determining shipping and receiving discrepancies and taking the proper action.

3 34 32 16 22

27. Skill in determining routing and quantities in transportation of goods to keep transportation costs at a minimum.

3 32 34 36 16 22

28. Skill in following through on non-delivered or lost shipments.

3 32 34 36 16 22

29. Skill in handling incorrect amounts or types of supplies received.

3 32 34 36 16 22

30. Skill in accurately checking purchases in against an invoice.

3 32 34 36 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

34. Skill in planning and developing a work force and scheduling employee working hours, lunch hours and reliefs.

28 32 33 34 3 35 36 37 16 22

35. Skill in planning and developing a workable six-month or yearly budget for a hotel division or department.

28 32 33 34 3 35 36 37 16 22

36. Skill in reducing costly errors by maintaining proper records of business operations.

22 16

37. Skill in determining, setting up and interpreting to employees those hotel policies and procedures that will prove most beneficial to the operation and growth of both the business and hotel personnel.

16 22 32 33 34 36 37

38. Skill in keeping informed of developments and trends that will affect present and future hotel operations.

36 3 35 33 34 16 22 32

39. Skill in keeping informed of state, federal and local laws concerning hotel operations and interpreting their implications for one's own business.

33 32 34 16 22

40. Skill in keeping guest accounts up to the minute, since the guest often leaves without prior notice.

29 19 31 16

41. Skill in employing new and up-to-date housekeeping methods which result in a more effective operation and greater guest satisfaction.

34 16 22

42. Ability to keep a room-by-room record of what is needed in the way of replacements or repairs (linens, spreads, draperies, carpeting, etc.) and discuss such needs with management.

34

45. Skill in planning and organizing work.

28 16 22 34 32 36 37 3 33 35

50. Skill in avoiding mechanical breakdowns by setting up a sound maintenance program and adhering to it.

36 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

51. Ability to tactfully identify mistakes employees have made and help them constructively correct them.

16 22 28 34 33 32 36

56. The ability to determine when additional employees are needed in order to accomplish desired business objectives.

16 22 34 36 37 33

Attitudes:

1. An awareness of the advantages of credit to a hotel's business.

29 19 30 31 16 22 33 35

2. An awareness of the advantages of credit to the customer.

29 19 16 22 30 31 33 35

3. Attitude that hotel management must continuously study and evaluate its credit policies and procedures, making changes or adjustments as needed.

16 35 22

4. Attitude that proper records of collections must be maintained.

16 22

6. A belief that each employee should be made to feel his efforts are really appreciated.

28 32 34 3 35 33

7. A belief that careful and thoughtful consideration should be given to the probable effect each rule, each notice and each practice will have on the feelings of all concerned.

28 32 34 3 35 33 36 37 16 22

8. A belief that employees should have a part in planning those things which affect their working conditions.

28 32 34 3 35 33 36 37 16 22

9. A belief that there should be a constant and intelligent effort on the part of management to be absolutely fair in every policy and every practice.

28 32 34 3 35 33 36 37 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

10. Attitude that conditions should be such that working proves to be a satisfying social experience as well as a means of making a livelihood.

28 32 34 3 35 33 36 37 16 22

11. A belief that efficient individual workers and an organization that functions smoothly are usually outcomes of employee training.

28 32 34 3 35 33 36 37 16 22

12. Attitude that hotel employees must be continuously informed of new services and operating procedures through individual or group training.

16 22 28 33 34 32 36 37 31 35

14. Attitude that it is management's responsibility for providing job knowledge and incentive through training.

28 32 34 3 36 37 16 22

15. Attitude that management, supervisors and employees require a framework of policies and procedures within which to operate.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

16. Attitude that a well-kept and attractively decorated hotel is a primary means of attracting and holding business.

34 16 22

17. A belief that employees must be trained with regard to safety measures and accident prevention.

28 32 33 34 3 35 36 37 16 22

18. A realization that expenses are an influential factor in operating profitably.

16 22 28 32 33 34 3

20. An awareness that special customer services and accomodations build guest goodwill and help increase sales.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

24. An awareness that a personnel organization enables the policies of the firm to be carried out and enables each person employed to make a contribution to its successful operation.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

AREA OF OPERATIONS MANAGEMENT

Attitudes:

25. Attitude that lines of authority should be followed, so that a department head or supervisor's position may not be weakened by management dealing directly with employees on matters that are logically in the supervisor's domain.

16 22 32 35 36 34 33 37 3 28

27. Attitude that complete records should be kept of all incoming goods and supplies for hotel protection.

3 32 34 36 16 22

29. Attitude that employee morale can be maintained and payroll savings brought about by carefully scheduling and budgeting employee working hours.

28 16 22 32 36 34 37

30. Attitude that attention must be paid to state and local laws regulating the hiring of minors, the use of women for certain jobs, wages and hours and health examinations.

16 22 34 36 32 33 28

31. Attitude that management must be continuously aware of promotional and transfer possibilities among hotel personnel in successfully filling job vacancies.

16 22 34 36 32 33 35

32. Attitude that since the future of the business is dependent upon the quality of future managers, a definite program for recruitment and development of future managerial personnel should be a part of every business.

22 16

34. Attitude that a good supervisor must also be a good teacher or trainer.

3 32 34 35 36 16 22

35. Attitude that in gauging the efficiency of the staff, it is best to establish standards of performance for employees performing various job duties.

16 22 32 33 34 36 28

36. Attitude that a hotel or motel budget is most beneficial when used to evaluate and compare operating results with the budget's plans and anticipations.

16 22 34 32 36 37 35 33

37. Attitude that the hotel or motel must constantly guard against pilferage and thefts so as to protect its property and profits.

16 22 34 3 36 32 33

38. Attitude that it is the business and moral responsibility of the hotel or motel to assure the guest that both he and his belongings are safe while occupying a room.

16 22

HOTEL/MOTEL COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

39. Attitude that providing restaurant or dining facilities within the hotel or motel or on the premises tends to increase the business's popularity with travelers.

    22 16

40. Attitude that the room clerks with the most pleasing personality and strongest sales talent should be scheduled for work during the peak selling period (4 p.m. to midnight).

    16 22

41. Attitude that since cashing checks is a risky business, every precaution should be taken when cashing them.

    29 19 30 16 22

53. Attitude that established methods should be constantly questioned and new ideas incorporated to improve service to the customer.

    16 22

56. Attitude that time spent training assistant managers (potential hotel or motel managers) is worthwhile to the future of the business.

    22

58. Attitude that the interests of the business can be effectively promoted by active participation in merchants' associations and local community project activities.

    16 22 35 33

61. Attitude that it is necessary to take certain business risks in order to incorporate improved operations and increase business.

    16 22 32 33 34 36 37 3 35

HOTEL/MOTEL COMPETENCIES[7]

AREA OF PRODUCT AND SERVICE TECHNOLOGY

Knowledges and Understandings:

1. Knowledge of the ways to interpret the features of hotel services and accommodations to guests.

   29 19 30 31 16 22

3. Knowledge of the ways to show that a particular service or accommodation is suited for the purpose the guest has in mind.

   29 19 30 31 16 22 35 37 33

8. Knowledge of the sizes, arrangements and prices at which hotel rooms are available.

   29 19 30 31 16 22 35 33

10. Knowledge of the differences and particular features of various hotel rooms so that accommodations may be selected to meet a guest's needs.

    29 19 30 31 16 22 35 33

11. Knowledge of the values of advertising information to the hotel employee.

    26 27 28 29 19 30 31 32 33 34 35 37 16 22

13. Understanding that services and accommodations information is a useful tool in opening up a sales conversation with potential guests.

    29 19 30 31 16 22 33 35

21. Understanding that trade names or slogans are an advertising device used to encourage guest retention.

    26 27 28 29 19 30 31 32 16 22 3 33 34 35 36 37

27. Knowledge of the procedures a guest must follow to apply for and obtain a national credit card.

    16 22

28. Knowledge of the approximate time required to remake a guest room and ready it for occupancy.

    29 19 30 34 16 22

29. Knowledge of the availability of guest rooms and public facilities for various times.

    29 16 22 30 31 19 33 35

30. Knowledge of the hotel restaurant's hours, the type service offered and food served.

    26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 946 for job number.

HOTEL/MOTEL COMPETENCIES

AREA OF PRODUCT AND SERVICE TECHNOLOGY

Knowledges and Understandings:

31. Knowledge of the arrival and departure times of limousine and public transportation systems serving the hotel or motel.

26 27 28 29 19 16 22 30 31 37 35 33

32. Knowledge of the recreational facilities offered by the hotel or motel and their locations.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

Skills:

5. Skill in keeping an accurate record of the amount of supplies on-hand and/or the amount to reorder.

3 34 32 36 37

6. Skill in expressing guest benefits that accompany selling features of services and accommodations.

29 19 30 31 16 22 33 35 26 27 28

7. Skill in building a sales talk around the selling features of services and accommodations.

29 19 30 31 16 22 33 35

9. Skill in showing to guests the points of superiority of one's own services and accommodations in comparison to competing hotels.

33 35 16 22 26 27 28 29 19 30 31

11. Skill in using facts from advertisements during sales.

29 19 30 31 16 22 33 35

Attitudes:

1. Attitude that a continual program of training and retraining employees with hotel services and accommodations knowledge must be carried out.

28 32 33 34 35 37 16 22

2. Attitude that a familiarity with trade journals will supplement services and accommodations knowledge as well as current business trends.

28 29 19 30 31 32 33 34 3 35 36 37 16 22

3. Attitude that a hotel employee must have sufficient knowledge of the services and accommodations he promotes in order to answer a guest's questions satisfactorily.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF PRODUCT AND SERVICE TEHCNOLOGY

Attitudes:

4. Attitude that adequate knowledge of services and accommodations creates in the hotel employee enthusiasm for the business and adds to his self-confidence.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

8. A belief that adequate services and accommodations information will help increase sales and promote better guest relations.

26 27 28 29 19 30 31 32 33 34 35 37 16 22

10. Attitude that specific services and accommodations information may be found in advertisements.

26 27 28 29 19 30 31 32 33 35 37 16 22

HOTEL/MOTEL COMPETENCIES[7]

AREA OF SELLING

Knowledges and Understandings:

2. Knowledge of the ways to demonstrate services and accommodations to create interest and desire in guests.

26 27 28 29 16 22 35 30 31 33 32 37 19 34

4. Knowledge of how to provide information about guest rooms and facilities which will create desire or interest in potential guests.

29 30 26 27 16 22 19 31 28 37 35 33

5. Knowledge of how to use suggestive selling in situations where guests or potential guests are unfamiliar with accommodations and services offered.

29 19 30 31 16 22 33 35 37 26 27 28

6. Knowledge of how to handle individual differences in guests.

26 27 28 29 19 30 31 16 22 32 33 35 37

7. Knowledge of the ways to help a guest make a room selection decision.

29 19 30 31 16 22

11. Knowledge of how to properly handle credit cards during a charge transaction.

29 19 30 31 16

12. Knowledge of how to operate a cash register or bookkeeping machine.

29 19 30 31 16 22

14. Knowledge of how to make change and count it back to the guest.

29 19 31 16

15. Knowledge of how to properly write out guests' bills upon departure.

29 19 31 16 22

17. Knowledge of the importance of credit as a selling tool.

29 19 31 30 35 16 22 33

18. Knowledge of the ways to translate services and accommodation knowledge into guest benefits.

26 27 28 29 19 30 16 22 31 32 33 37 35

19. Knowledge of the ways to handle guest complaints.

26 27 28 29 19 30 31 33 34 35 37 16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 946 for job number.

HOTEL/MOTEL COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

20. Knowledge of the hotel's credit policies, terms and credit plans.

29 19 16 22 30 31 33 35

22. Knowledge of departments, facilities and other locations within the hotel.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

23. Knowledge of the selling features of guest rooms and accommodations.

29 19 30 31 35 16 22 33

24. Understanding that guest loyalty can be built with timely services, accommodations and friendly service.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

26. Knowledge of how to analyze guest needs.

26 27 28 29 19 30 31 32 33 35 37 16 22

28. Knowledge of how to process checks received in payment for the guest's bill.

29 19 31 16 22 30

33. Knowledge of how to prepare or organize stock for accurate and fast counting during an inventory.

3 32 34 36 16 37

36. Knowledge of the housekeeping duties which must be performed in connection with proper stock care.

3 32 34 36 37 16

41. Knowledge of how to reserve rooms and facilities in advance, making the best and most profitable use of available and rentable space.

29 19 30 31 16 22 35 33

42. Knowledge of how to make the operation of the front desk hospitable, systematic and orderly so that a professional atmosphere is presented.

29 19 30 31 16 22

43. Knowledge of how to arrange for and supervise the serving of large numbers of guests at dinner parties or banquets.

32 33 35 16 22

44. Knowledge of how to take advantage of the activity around the "swimming pool" for obtaining additional income (rental of cabanas, extension of food service to snackbars at poolside, etc.).

16 22 37 33

HOTEL/MOTEL COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

45. Knowledge of how to conduct a personal sales program, meeting with local businessmen, professional people and those engaged in government and social work in an effort to sell the use of the hotel or motel's facilities for conventions, exhibits, meetings and banquets.

22 35 33 16

Skills:

1. Skill in remembering guests' names when serving them.

26 27 28 29 19 30 31 32 35 37 16 22

2. Skill in distinguishing a guest's personal characteristics while talking to him.

29 30 35 32 16 22 31 19

4. Skill in remembering personal information about individual guests.

26 27 28 29 19 30 31 32 33 35 37 16 22 34

6. Skill in showing a genuine interest in a guest's problem.

29 30 35 16 22 33 34 31 19

7. Skill in determining where the customer is in his thinking and proceeding to assist him through the remaining decisions in the buying process.

29 19 30 31 33 35 16 22

9. Skill in determining potential guests' wants and desires during a sale.

29 19 31 30 16 22 33 35

10. Skill in suggesting to guests accommodations or services which can be substituted for unavailable or desired ones.

27 28 29 30 37 35 33 16 22 31

11. Skill in listening for indicators regarding the prices a guest wishes to pay for accommodations and/or services.

29 19 30 31 35 16 22 33

12. Skill in relating accommodations and/or service benefits to a guest's needs when talking about them.

29 19 30 31 33 35 16 22

13. Skill in sensing a guest's objections and handling them as effectively as possible.

26 27 28 29 19 30 37 35 33 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF SELLING

Skills:

14. The ability to trade up, attempting to sell more spacious accommodations and additional services at higher rates.

    29 19 30 31 35 16 22 33

22. Ability to determine the buying motives of guests or potential guests and then appeal to them.

    29 19 30 31 33 35 16 22 37

23. Ability to question, observe and listen in order to complete a successful sale.

    29 19 30 31 16 22 33 35

24. The ability to provide guests "facts and benefits" with discretion, analyzing and judging their reactions.

    29 19 30 31 16 22 33 35 37

27. The ability to efficiently handle a cash register or bookkeeping machine

    29 19 30 31 16 22

28. The ability to efficiently handle credit transactions.

    29 19 30 31 16 22 33 35

29. The ability to efficiently handle a cash transaction.

    29 19 30 31 16 22 33 35

30. Skill in helping a guest or potential guest make a buying decision.

    29 19 30 31 16 22 33 35 37

33. Skill in showing or displaying services and accommodations in a way that creates interest and desire in guests or potential guests.

    29 19 26 27 28 30 31 37 33 35 16 22

34. Skill in determining when and how to close a sale.

    33 35 29 16 22 31 30

36. The ability to tactfully handle difficult guests.

    26 27 28 29 19 30 31 33 35 37 16 22

38. Ability to serve guests in the manner or style that management desires.

    26 27 28 29 19 30 31 32 33 34 35 37 16 22

HOTEL/MOTEL COMPETENCIES

AREA OF SELLING

Skills:

39. Skill in returning guest rooms to rentable order just as soon as possible after being vacated.

34 29 19

40. Skill in quickly and efficiently moving guests' luggage into the hotel or motel lobby and then on to their rooms.

26 27 28

Attitudes:

1. A feeling that each guest is an "individual".

26 27 28 29 19 30 31 33 34 35 37 16 22

2. A feeling that the guest needs the service or accommodations being offered.

26 27 28 29 19 30 31 16 22 33 35 37

3. A feeling of sincere interest in guests and their problems.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

4. A belief that the job of selling contributes to the well-being of guests.

29 19 30 31 37 33 35 16 22

5. A strong interest in the accommodations or services being sold.

26 27 28 29 19 30 31 32 33 35 37 16 22

8. A feeling that genuine enthusiasm for services and accommodations during a sale will help create desire or interest in the guest or potential guest.

26 27 28 29 19 30 31 33 35 16 22

9. Attitude that guests' objections must be handled and overcome with respect.

29 19 30 31 32 33 34 35 37 16 22 26 27 28

10. Attitude that a guest's complaint is an excellent opportunity to build good-will.

26 27 28 29 19 30 31 32 33 34 35 37 16 22

12. Attitude that suggestive selling is a service to the guest and also increases volume and profits.

29 19 30 31 33 35 37 16 22

13. Attitude that the act of selling is helping the guest obtain maximum personal satisfaction for money spent.

33 35 30 29 19 16 22 31

HOTEL/MOTEL COMPETENCIES

AREA OF SELLING

Attitudes:

15. Attitude that sufficient understanding of a firm's policies is necessary to truly represent the viewpoint of management to guests.

26 27 28 29 19 30 31 32 33 35 16 22

16. A realization of the importance of a hotel or motel employee's position in regard to his public relations function.

26 27 28 29 19 30 31 32 33 22 37 16 35

20. Attitude that the guest - by his very act of complaining - is giving the hotel or motel an opportunity to correct a possible fault in its operations.

16 22 32 34 37 33 35

24. A belief that one must know the facilities, accommodations and rates being featured in order to do an adequate selling job.

29 19 30 31 33 35 16 22

35. Attitude that in order to determine the kinds and extent of services and facilities to be offered the hotel must have an adequate knowledge of the type guest being served.

16 22 37 35 3 34 33

36. Attitude that selling does not stop when the guest has registered - he should be encouraged to utilize the full facilities of the house throughout his stay.

26 27 28 29 19 30 31 32 37 35 33 16 22

37. Attitude that hotel employees who have direct contact with guests must always be sales-minded,offering suggestions regarding services and available facilities.

26 27 28 29 19 30 31 37 35 33 22 16

38. Attitude that the guest is apt to judge the entire hotel or motel staff by the treatment he receives at the front desk operation.

29 19 30 31 16 22

39. Attitude that all hotel guests are "friends" of the manager - their patronage is sought.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

40. Attitude that one should give the best customer service with the customer always first in mind.

26 27 28 29 19 30 31 32 33 34 3 35 36 37 16 22

3

TABLE 312
HOTELS/MOTELS
ADVERTISING COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2									✓			✓			✓	✓
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11	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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SKILLS:

COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
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2				✓	✓	✓	✓		✓			✓		✓	✓	✓
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5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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ATTITUDES:

COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
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TABLE 313
HOTELS/MOTELS
COMMUNICATIONS COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3				✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5		✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
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7				✓		✓			✓			✓			✓	✓
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9				✓		✓		✓	✓		✓	✓	✓	✓	✓	✓
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SKILLS:

COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
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TABLE 314
HOTELS/MOTELS
HUMAN RELATIONS COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
1		✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
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ATTITUDES:

COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
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TABLE 315
HOTELS/MOTELS
MATHEMATICS COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
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SKILLS:

COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
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COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
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TABLE 316
HOTELS/MOTELS
MERCHANDISING COMPETENCIES

JOB	KNOWLEDGES:																SKILLS:																ATTITUDES:															
COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
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TABLE 317
HOTELS/MOTELS
OPERATIONS AND MANAGEMENT COMPETENCIES

COMPETENCIES	KNOWLEDGES: JOBS:																SKILLS:																ATTITUDES:															
	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
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TABLE 318
HOTELS/MOTELS
PRODUCT AND SERVICE TECHNOLOGY COMPETENCIES

COMPETENCIES

KNOWLEDGES:

JOBS:

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TABLE 319
HOTELS/MOTELS
SELLING COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	26	27	28	29	19	30	31	32	33	34	3	35	36	37	16	22
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SUMMARY AND IMPLICATIONS

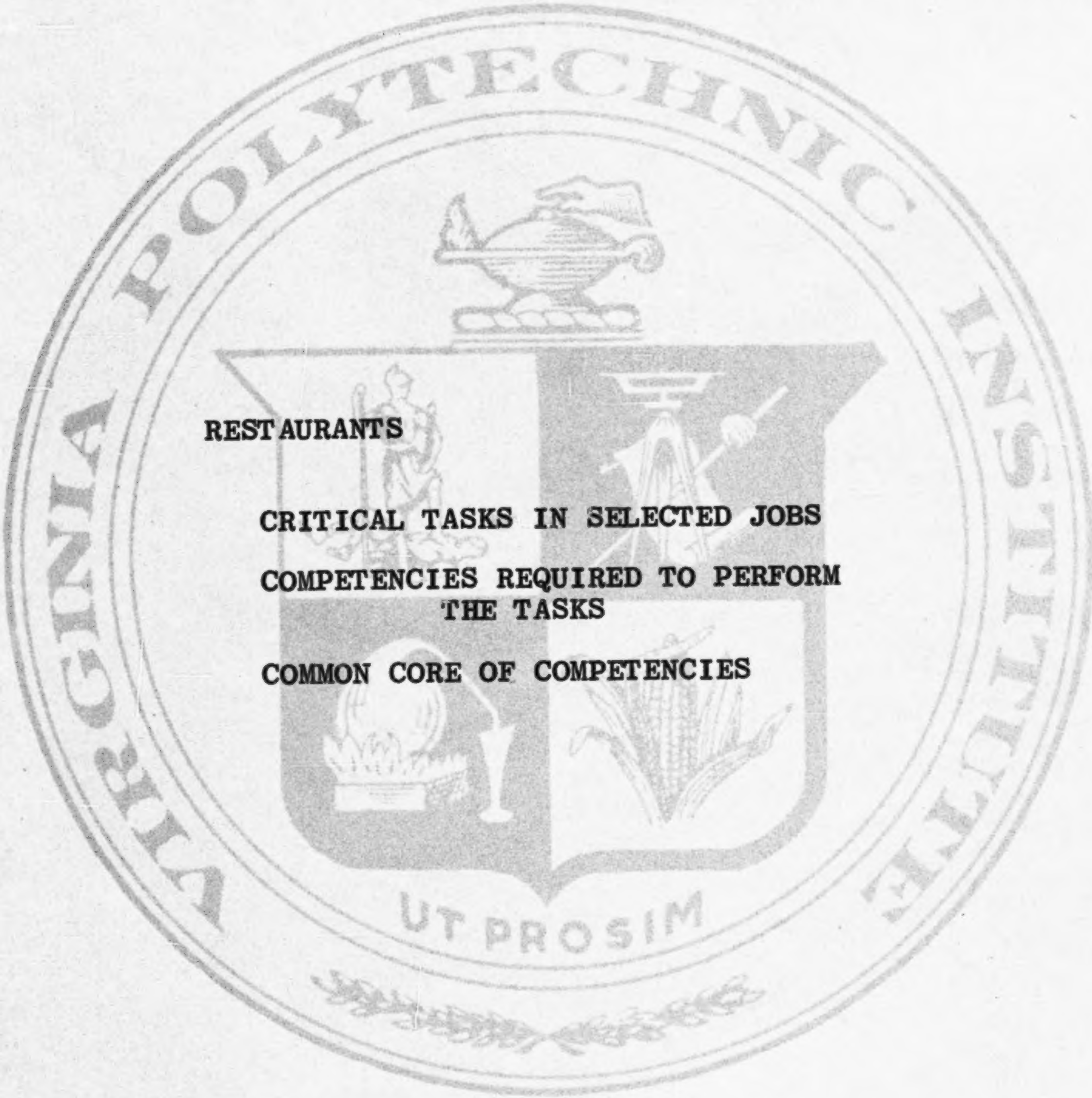
In this chapter, the critical tasks of workers in 17 selected jobs in hotels and motels, the competencies needed to perform the tasks and a cross-tabulation of competencies required by workers in the 17 jobs were presented.

Data concerning the critical tasks were obtained through structured interviews with the employee in the job being studied and with the supervisor of this employee. Interviews were conducted in selected resort hotels in Virginia and in hotels and motels in Richmond, Roanoke and Wytheville, Virginia. A Hotel/Motel Advisory Committee assisted in identifying entry, career and specialist jobs.

Competencies needed to perform the identified tasks were evaluated by paired distributive specialists. The competencies were clustered around the following areas: advertising, communications, human relations, mathematics, merchandising, operations and management, product and/or service technology and selling. In each area, the competencies were listed as knowledges and understandings, skills and attitudes.

The cross-tabulation of competencies shows common cores of competencies in each of the areas.

Although the primary purpose of this step of the research project was to provide a basis for decisions concerning the technical component of the distributive teacher education curriculum, the data should be useful to curriculum workers concerned with high school, post-secondary and adult curriculums. Recommendations for further research pertaining to this part of the study is included in Chapter VI, Volume I.


VIRGINIA POLYTECHNIC INSTITUTE
UT PROSIM

RESTAURANTS

CRITICAL TASKS IN SELECTED JOBS

COMPETENCIES REQUIRED TO PERFORM THE TASKS

COMMON CORE OF COMPETENCIES

CHAPTER XIII

CRITICAL TASKS AND COMPETENCIES IN THE RESTAURANT CATEGORY

Purpose: The specific purpose of this part of Step IV of the research study, "A Competency Pattern Approach to Curriculum Construction in Distributive Teacher Education," was to determine the critical tasks required by distributive workers in the restaurant category and to determine the competencies needed to perform these tasks.

DESIGN OF THE STUDY[24]

As explained in Chapter V, Volume I, the critical tasks performed by workers in eight selected jobs in the restaurant category were identified through structured interviews with the employee whose job was being studied and with the supervisor of this employee. The interviews were conducted in Richmond, Roanoke and Wytheville, Virginia. In most cases, two interviews regarding each job were conducted in each of the three cities. Interviews were not conducted in Wytheville for head waiter and busboy since these job capacities did not exist in any of the Wytheville restaurants when the interviews were conducted. Selected restaurant management assisted in identifying entry jobs and jobs in two steps of a possible career continuum. The Two-Step Career Continuum is on page 1077. The advisory restaurant management also reviewed the items in the pre-coded Interview Guide, a sample of which is in Appendix B, Volume I.

A tentative list of competencies needed to perform the identified critical tasks was drawn from the literature and from discussions with authorities in restaurant operation. This list was evaluated by paired distributive specialists - one member from the Hotel/Motel Advisory Committee with an interest in restaurant management and a member of the Education Institute of the American Hotel and Motel Association with an interest in the restaurant field. These distributive specialists also evaluated the selection of jobs which seemed to require the competency.

ANALYSIS AND INTERPRETATION OF THE DATA

Critical Tasks: In Tables 320 through 339 the responses of supervisors and employees in selected restaurants are given. In instances where both respondents indicated that they never performed a listed task, that task was deleted. Tasks that were added to the list of tasks on the pre-coded Interview Guide are listed below each table. These additional tasks were not submitted to other respondents, but were discussed with the distributive specialists who served on this part of the research and were considered in developing needed competencies.

The data are organized in this way: Specific job duties and related job duties (tasks related to display, stock, advertising and customer contacts) are provided for each of the 8 jobs in Tables 320 - 335. Data concerning in-restaurant contacts, out-of-restaurant contacts, supervisory responsibilities and food, equipment and supplies are provided in Tables 336 - 339. The reader should refer to the Two-Step Career Continuum, page 1077, for job titles to which the job numbers in the tables correspond. Competency clues regarding food and menu information and restaurant policies and procedures are given on pages 1119 - 1121. Workers who indicated that need for these competencies are identified by job number under each category.

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[24] See Chapter V, Volume I, for a complete explanation of the procedures used in Step IV.

Competencies: Competencies needed to perform the critical tasks are organized into nine areas: advertising, communications, display, human relations, mathematics, merchandising, operation and management, product and/or service technology and selling. Knowledges and understandings, skills and attitudes are presented under each of the nine areas. Job numbers of workers who need the competency are given below each competency. The reader should note that the job number for waiter and countergirl are the same. In addition to the above competencies, it is assumed that in order to enter and advance in a distributive occupation workers need an understanding of basic concepts concerning marketing and economics. Some basic concepts and generalizations concerning marketing and economics are included in Chapter V, Volume I.

Core of Competencies: Tables 340 - 348 give a cross-tabulation of competencies needed by workers in the restaurant jobs included in the study. The clusters of competencies show a common core of competencies needed by a number of workers. The reader should refer to the list of competencies, pages 1122 - 1178, to identify the competency to which a competency number corresponds. For example, Knowledge (area of Advertising) competency # 7, found on page 1122, reads, "Knowledge of the relative costs of advertising in various media." This competency is considered necessary for job number 16, assistant restaurant manager and job number 22, restaurant manager, as shown on the Two-Step Career Continuum on page 1077. The reader will note that there are some missing competency numbers in the list of competencies. This is due to the fact that competencies required of all 70 jobs included in the study are numbered consistently throughout the study. If a certain competency is not needed by workers in the restaurant category that competency is omitted in the restaurant competency list, but will appear in other lists. This numbering scheme was used to facilitate cross-tabulation of competencies in the seven categories of business, as presented in Tables 30 - 38, Volume I.

RESTAURANT TWO-STEP CAREER CONTINUUM

	Entry		First Step		Second Step
38	Busboy (girl) (Floor girl, cafeteria)	39	Waiter (Waitress)	40	Head Waiter
39	Counter girl	41	Hostess		
19	Cashier (Checker, cafeteria)	16	Assistant Restaurant Manager	22	Restaurant Manager

TABLE 320

JOB TITLE: BUSBOY
JOB NUMBER: 38
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		CRITICAL TASKS
S	E	S	E	
1	1	1	1	1. Assists one or more waiters or waitresses in their duties
3	3	1	1	2. Replaces soiled linen with clean linen and napkins
1	3	1	1	3. Replenishes butter supply of guests, refills water glasses
3	3	1	1	4. Replenishes service bar with sauces, coffee, soups, etc.
1	1	1	1	5. Brings clean silverware, china and glasses to dining room
1	1	1	3	6. Sweeps and cleans dining room
1	3	1	1	7. Dusts furniture and fixtures
1	2	3	3	8. Washes dishes
3	3	1	1	9. Sets tables with clean linens, place mats, sugar bowls, etc.
1	1	1	1	10. Carries dirty dishes from tables to kitchen
3	1	3	1	11. Cleans and polishes shelves and equipment of service bar (coffee urn, cream dispenser, etc.)
1	1	2	2	12. Runs errands
3	3	1	1	13. Carries trays from food counters to guests' tables (cafeteria or buffet)
3	3	1	1	14. Circulates among diners to serve beverages

TASKS ADDED BY INTERVIEWEES:

1. Cleans off tables

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 321

JOB TITLE: BUSBOY
JOB NUMBER: 38
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		CRITICAL TASKS
S	E	S	E	
1	1	1	1	1. Wears clean, attractive uniforms in accordance with the policies of the restaurant
3	3	1	1	2. Places food on table in an appetizing way

RELATED JOB DUTIES - CARE OF FOODS, EQUIPMENT AND SUPPLIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		CRITICAL TASKS
S	E	S	E	
1	1	3	3	1. Washes and sterilizes drinking, eating and cooking utensils
1	1	3	3	2. Checks stockroom for depleted stock
1	1	3	3	3. Keeps food and supplies in stockroom or stock closet organized and accessible
3	1	1	1	4. Replenishes serving table or condiment stand (sugar, napkins, glasses, ice, cream, etc.)
3	3	1	1	5. Packages take-out orders
1	1	3	3	6. Keeps restrooms well supplied with soaps, towels, etc., and in good repair
1	1	1	1	7. Checks silver, china and glasses for stains before using
1	1	1	1	8. Dusts or cleans tables and chairs

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 321 (continued)

JOB TITLE: BUSBOY
JOB NUMBER: 38

RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		CRITICAL TASKS
S	E	S	E	
3	3	2	1	1. Fills telephone take-out orders in response to ads
3	3	1	1	2. Provides and advertises special facilities for children (special menus, high chairs, miniature china and silver)
3	3	1	1	3. Promote the restaurant by giving immediate and courteous service to customers

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		CRITICAL TASKS
S	E	S	E	
1	1	1	2	1. Gives customers directions
3	3	2	1	2. Adjusts customer's complaints about food and service
3	3	2	1	3. Receives "take-out" orders from customers by telephone
3	3	1	2	4. Makes suggestions to customers for special dishes, beverages, etc.
3	3	2	2	5. Suggests to customers good motels or hotels, points of interest or entertainment
3	3	2	2	6. Takes reservations

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 322

JOB TITLE: WAITER OR WAITRESS
JOB NUMBER: 39
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Serves food and beverages to patrons according to rules of ettiquette
1	1	1	1	1	1	2. Serves food and beverages to patrons quickly and efficiently at tables
1	2	1	2	2	2	3. Discusses menu with manager to learn of "specials" or changes in menus or prices
2	2	1	1	3	1	4. Presents guests with menu
1	3	1	1	1	1	5. Answers questions about dishes, methods of preparation, etc.
1	2	1	1	1	1	6. Makes suggestions to guests regarding food, dinner courses and appropriate wines
1	1	1	1	1	1	7. Writes order on check or memorizes it
1	1	1	1	3	3	8. Relays order to kitchen or bar
1	1	1	2	1	1	9. Prepares beverage order
1	1	3	1	1	1	10. Collects beverages and assembles food from kitchen or bar
1	1	1	1	1	1	11. Serves food to patrons from side table, service bar or tray
3	1	2	2	1	1	12. Wraps food to be carried out
1	1	1	1	1	1	13. Observes guests to fulfill additional requests
1	1	1	1	1	1	14. Observes guests to determine when meal is completed and suggests desserts
3	3	1	1	1	1	15. Totals food check
1	1	1	1	1	1	16. Accepts payment or refers customer to cashier
1	1	1	1	1	1	17. Removes customers' dishes from counter or table and takes to kitchen
1	1	1	1	1	1	18. Prepares tables or counters for serving meals by cleaning tables and replacing linen, mats, silver and glasses

TASKS ADDED BY INTERVIEWEES:

1. Makes coffee and tea
2. Cuts pies, cake and lemons and prepares butter, jellies, etc.
3. Checks silver for cleanliness before using
4. Cleans fountain counters and shelves

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 323

JOB TITLE: WAITER OR WAITERSS
JOB NUMBER: 39
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	3	3	1	1. Arranges counter where food is brought to front so that it is neat
3	1	2	3	3	1	2. Coordinates displays of advertised and featured menus or dishes
1	1	1	1	1	1	3. Wears clean, attractive uniforms in accordance with the policies of the restaurant
1	1	1	1	1	1	4. Places food on table in an appetizing way

TASKS ADDED BY INTERVIEWEES:

1. Prepares attractive servings
2. Cleans and arranges pie cases on lunch counter

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 323 (continued)

JOB TITLE: WAITER OR WAITRESS
JOB NUMBER: 39
RELATED JOB DUTIES - CARE OF FOODS, EQUIPMENT AND SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	2	1	1	1	1. Washes and sterilizes drinking, eating and cooking utensils
1	1	1	1	1	1	2. Replenishes serving table or condiment stand (sugar, napkins, glasses, ice, cream, etc.)
1	1	1	1	1	1	3. Dusts or cleans tables and chairs
3	1	1	3	1	3	4. Cleans, folds and has ready the proper menus for the right meal
1	1	3	3	1	1	5. Replenishes soda fountain equipment (ice cream freezer, drink syrups, sandwich spreads)
1	1	3	2	1	1	6. Packages take-out orders
1	1	1	1	1	1	7. Checks silver, china and glasses for stains before using

RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	3	1	3	3	1. Supplies customers information on advertised foods, dishes or services
1	1	1	1	1	1	2. Promotes the restaurant by giving immediate and courteous service to customers

TASKS ADDED BY INTERVIEWEES:

1. Keeps informed of what is being advertised or promoted

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 323 (continued)

JOB TITLE: WAITER OR WAITRESS
JOB NUMBER: 39
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives customers directions
1	1	3	1	1	2	2. Adjusts customer's complaints about food and service
3	2	3	3	1	1	3. Receives "take-out" orders from customers by telephone
2	1	1	1	2	1	4. Makes suggestions to customers for special dishes, beverages, etc.
3	2	1	1	2	1	5. Suggests to customers good motels or hotels, points of interest or entertainment

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 324

JOB TITLE: HEAD WAITER
JOB NUMBER: 40
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		CRITICAL TASKS
S	E	S	E	
1	1	2	2	1. Greets guests entering dining room
1	1	2	2	2. Asks how many are in party and where they would prefer to sit
1	1	2	2	3. Escorts guests to table
1	1	2	2	4. Assigns guests to tables in such a way as to utilize table space and give the appearance of a filled establishment
1	1	1	3	5. Oversees activity of waiters and other dining room employees
1	1	1	1	6. Inspects dining room, serving stations and equipment for neat appearance and cleanliness
1	1	1	1	7. Makes sure everything is clean and properly arranged
1	1	2	3	8. Assists patrons to be seated and hands each one a menu
1	1	1	1	9. Receives and adjusts complaints concerning food or service
3	3	1	1	10. Approves all exchanges or returns of food
1	1	2	1	11. Speaks to all departing guests, calling them by name if possible and inviting them to return
1	1	1	1	12. Calls waiters' attention to mistakes they have made
1	1	1	1	13. Offers suggestions and gives orders to correct mistakes
2	2	1	1	14. Holds periodic meetings with dining room employees to discuss service and complaints
3	2	1	3	15. Employs and dismisses dining room employees
2	1	1	3	16. Instructs and trains subordinates
3	1	1	3	17. Maintains working hours of employees
3	1	1	3	18. Schedules working hours of employees
3	2	2	3	19. Makes a written report of all accidents or damages to guest or dining room property
1	1	2	3	20. Schedules dining reservations
3	1	1	3	21. Requisitions linens and other dining room supplies
1	1	1	3	22. Assigns stations to subordinates

TASKS ADDED BY INTERVIEWEES:

1. Gathers time cards, tabulates and turns into his supervisor
2. Sees that work schedule is followed
3. Sees that dining room is clean and neat

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 325

JOB TITLE: HEAD WAITER
JOB NUMBER: 40
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		CRITICAL TASKS
S	E	S	E	
2	2	3	3	1. Coordinates displays of advertised and featured menus or dishes
1	1	3	3	2. Develops lighting arrangements suitable to the nature of dining or eating
1	1	3	3	3. Sees that all dining room personnel are dressed neatly and attractively in clean, well-fitting uniforms
1	1	3	1	4. Wears clean, attractive uniforms in accordance with the policies of the restaurant
1	1	3	1	5. Places food on table in an appetizing way
2	2	3	3	6. Directs customers' attention to displays of maps and places of interest

TASKS ADDED BY INTERVIEWEES:

1. Sees that complimentary restaurant matches, etc., are on all tables

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 325 (continued)

JOB TITLE: HEAD WAITER
JOB NUMBER: 40
RELATED JOB DUTIES - CARE OF FOODS, EQUIPMENT AND SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		CRITICAL TASKS
S	E	S	E	
1	1	1	1	1. Replenishes serving table or condiment stand (sugar, napkins, glasses, ice, cream, etc.)
1	1	1	1	2. Dusts or cleans tables and chairs
1	1	1	1	3. Cleans, folds and has ready the proper menus for the right meal
1	1	1	1	4. Checks linen for stains or tears before using
1	1	3	3	5. Maintains fresh supply of candy, mints, aspirins, etc.
1	1	1	1	6. Checks silver, china and glasses for stains before using

TASKS ADDED BY INTERVIEWEES:

1. Sees that any serving dishes in the dining room are properly covered
2. Sees that serving dishes are polished
3. Sees that all restaurant lights are burning (supervises replacements)
4. Sees that restaurant carpets are vacuumed and shampooed

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 325 (continued)

JOB TITLE: HEAD WAITER
JOB NUMBER: 40
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		CRITICAL TASKS
S	E	S	E	
2	1	3	1	1. Reads own and competitor's newspaper ads
2	2	3	3	2. Encourages customers to take menus with them
2	3	3	1	3. Keeps informed of competitors' prices and promotional campaigns
1	1	3	1	4. Promotes the restaurant by giving immediate and courteous service to guests

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 325 (continued)

JOB TITLE: HEAD WAITER
JOB NUMBER: 40
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		CRITICAL TASKS
S	E	S	E	
1	1	1	2	1. Gives customers directions
1	1	1	2	2. Adjusts customer's complaints about food and service
1	1	1	1	3. Makes suggestions to customers for special dishes, beverages, etc.
1	2	1	3	4. Suggests to customers good motels or hotels, points of interest or entertainment
2	1	2	1	5. Takes reservations
2	2	1	3	6. Gives free samples of certain foods when requested by customer
2	3	3	2	7. Promotes the special of the house

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 326

JOB TITLE: COUNTER GIRL
JOB NUMBER: 39
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	3	1	1	1	1	1. Serves food and beverages to patrons at counters
3	3	1	1	1	1	2. Serves customers at a counter when food is to be consumed elsewhere (car, outside tables, etc.)
1	1	3	3	2	3	3. Serves food to customers at cars
3	3	1	1	1	1	4. Obtains food orders from kitchen
3	1	1	2	1	1	5. Prepares food order
2	2	1	1	1	1	6. Prepares beverage order
2	2	3	3	1	1	7. Writes order on food check
2	2	1	1	1	1	8. Records order on ticket at cash register
3	2	1	2	1	1	9. Wraps food to be carried out
3	2	1	1	1	1	10. Totals food check
1	1	1	1	1	1	11. Accepts payment or refers customer to cashier
1	1	3	3	1	1	12. Removes customers' dishes from counter
3	3	1	2	2	2	13. Washes dishes, glasses and flatware
1	1	1	1	1	1	14. Cleans serving counter
1	3	3	3	1	1	15. Arranges dishes and silverware in convenient locations
3	3	1	2	1	1	16. Answers questions concerning "specials" of the day
2	3	1	2	1	1	17. Discusses menu with manager to learn of changes in menu, prices or "specials"

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 327

JOB TITLE: COUNTER GIRL
JOB NUMBER: 39
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	1	1	1	1	1. Arranges counter where food is brought to front so that it is neat
3	3	1	3	1	1	2. Coordinates displays of advertised and featured menus or dishes
3	3	1	1	3	1	3. Calls attention to the "special" of the day by making up a plate and placing it where customers can see it
3	3	1	1	2	1	4. Displays and invites inspection of kitchen facilities
3	3	1	2	1	1	5. Sees that all dining room personnel are dressed neatly and attractively in clean, well-fitting uniforms
1	1	1	1	1	1	6. Wears clean, attractive uniforms in accordance with the policies of the restaurant
1	1	3	3	1	1	7. Places food on table in an appetizing way
3	3	1	3	1	1	8. Turns on electric signs or display lighting

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 327 (continued)

JOB TITLE: COUNTER GIRL
JOB NUMBER: 39
RELATED JOB DUTIES - CARE OF FOODS, EQUIPMENT AND SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	3	1	2	2	2	1. Washes and sterilizes drinking, eating and cooking utensils
1	1	3	3	2	2	2. Checks stockroom for depleted stock
1	1	1	1	1	1	3. Keeps food and supplies in stockroom or stock closet organized and accessible
1	1	1	1	1	1	4. Replenishes serving table or condiment stand (sugar, napkins, glasses, ice, cream, etc.)
3	1	2	3	1	1	5. Inspects foodstuffs for damages or shortages upon receiving
3	3	1	3	1	1	6. Inspects perishable food items for freshness
1	1	1	3	1	1	7. Dusts or cleans tables and chairs
3	3	2	1	1	1	8. Replenishes soda fountain equipment (ice cream freezer, drink syrups, sandwich spreads)
1	1	1	1	1	1	9. Packages take-out orders

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 327 (continued)

JOB TITLE: COUNTER GIRL
JOB NUMBER: 39
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	1	1	1	1	1. Supplies customers information on advertised foods, dishes or services rendered
3	3	3	1	1	1	2. Informs dining room and kitchen personnel involved about advertised foods or dishes
3	3	1	1	1	1	3. Fills telephone take-out orders in response to ads
3	3	1	3	2	2	4. Orders foodstuffs to back up advertised or specially promoted menus or dishes
3	3	3	1	1	1	5. Reads own and competitor's newspaper ads
3	3	1	1	1	2	6. Develops special dishes,advertises and promotes
3	3	3	1	1	1	7. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	1	8. Promotes the restaurant by giving immediate and courteous service to customers

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 327 (continued)

JOB TITLE: COUNTER GIRL
JOB NUMBER: 39
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives customers directions
1	1	1	1	1	1	2. Adjusts customer's complaints about food and service
2	3	1	1	1	1	3. Receives "take-out" orders from customers by telephone
2	1	1	1	1	1	4. Makes suggestions to customers for special dishes, beverages, etc.
2	2	2	3	1	1	5. Suggests to customers good motels or hotels, points of interest or entertainment
2	3	2	2	1	1	6. Promotes the "special" of the house

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 328

JOB TITLE: CASHIER
JOB NUMBER: 19
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	3	3	1	1	1. Keeps record of all food items sold by observing items on customer's tray, pressing key corresponding to items on a register
1	1	1	1	1	1	2. Rings amount of food check on register
1	1	1	1	1	1	3. Receives cash from patrons
1	1	1	1	1	1	4. Gives waiter or guest correct change by counting out change
3	3	1	1	1	1	5. Gives waiter or guest correct change by using change machine
1	1	3	3	3	1	6. Maintains records of transactions
1	1	1	1	1	1	7. Puts prices on items on serving line in cafeteria

TASKS ADDED BY INTERVIEWEES:

1. Makes display menus

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 329

JOB TITLE: CASHIER
JOB NUMBER: 19
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	1	3	1	1	1. Wears clean, attractive uniforms in accordance with the policies of the restaurant
1	1	1	1	1	1	2. Displays prices of dishes with each for customer to see (cafeteria)
3	3	2	3	1	2	3. Directs customers' attention to displays of maps and places of interest

RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	1	3	3	1	2	1. Supplies customers information on advertised foods, dishes or services
3	3	1	1	3	1	2. Provides and advertises special facilities for children (special menus, high chairs, miniature china and silver
1	1	1	3	1	1	3. Promotes the restaurant by giving immediate and courteous service to customers

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 329 (continued)

JOB TITLE: CASHIER
JOB NUMBER: 19
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

S	E	S	E	S	E	CRITICAL TASKS
2	1	1	1	1	1	1. Gives customers directions
2	2	2	1	1	1	2. Adjusts customer's complaints about food and service
3	3	2	2	3	2	3. Receives "take-out" orders from customers by telephone
3	3	1	1	3	1	4. Authorizes customers' bank checks
3	3	1	3	2	1	5. Makes suggestions to customers for special dishes, beverages, etc.
2	3	2	3	2	2	6. Suggests to customers good motels or hotels, points of interest or entertainment

TASKS ADDED BY INTERVIEWEES:

1. Gives customer sales check, takes money and returns change

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 330

JOB TITLE: HOSTESS
JOB NUMBER: 41
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville			CRITICAL TASKS
S	E	S	E	S	E	E	
1	1	1	1	1	1	1	1. Greets guests entering dining room
1	1	1	1	1	1	1	2. Asks how many are in the party and where they prefer to sit
1	1	1	1	1	1	1	3. Escorts guests to tables
1	1	1	1	1	1	1	4. Assigns guests to tables so as to best utilize table space and give the appearance of a filled establishment
1	1	1	1	1	1	1	5. Presents menus to guests
1	1	1	1	1	1	1	6. Oversees the activity of waiters, waitresses and busboys (girls)
1	1	1	1	1	1	1	7. Inspects dining room, serving stations and equipment for neat appearance and cleanliness
1	1	1	1	1	1	1	8. Directs dining room employees to change table linen or set tables when necessary
1	1	1	1	2	3	1	9. Reserves tables for guests upon request
3	1	2	2	3	3	1	10. Employs and discharges waiters, waitresses and busboys (girls)
1	1	1	1	1	1	1	11. Receives and adjusts customers' complaints on food and services
2	2	3	2	3	3	1	12. Schedules working hours of employees
1	1	2	2	1	2	1	13. Instructs and trains dining room employees
1	1	1	1	1	1	3	14. Assigns stations to dining room employees
1	1	2	1	1	1	1	15. Calls attention to mistakes employees have made and helps correct them
1	1	3	3	1	2	1	16. Holds periodic training meetings with dining room personnel

TASKS ADDED BY INTERVIEWEES:

1. Waits on tables during rush periods
2. Prepares reports
3. Performs duties of the cashier when necessary
4. Orders supplies needed in dining room

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 331

JOB TITLE: HOSTESS
JOB NUMBER: 41
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville			CRITICAL TASKS
S	E	S	E	S	E	E	
1	3	1	1	3	1	3	1. Arranges counter where food is brought to front so that it is neat
2	3	1	1	1	2	2	2. Coordinates displays of advertised and featured menus or dishes
1	1	1	3	1	1	1	3. Sees that all dining room personnel are dressed neatly and attractively in clean, well-fitting uniforms
1	1	3	3	1	1	1	4. Wears clean, attractive uniforms in accordance with the policies of the restaurant
2	1	2	1	3	2	3	5. Places food on table in an appetizing way
1	1	1	1	1	2	1	6. Displays candy, mints and cigarettes in a convenient place
2	2	1	1	1	3	3	7. Directs customers' attention to displays of maps and places of interest
2	2	1	3	1	3	3	8. Displays posters of special events in the community for tourists to see

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 331 (continued)

JOB TITLE: HOSTESS
JOB NUMBER: 41
RELATED JOB DUTIES - CARE OF FOODS, EQUIPMENT AND SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville			CRITICAL TASKS
S	E	S	E	S	E	E	
3	1	1	1	3	1	2	1. Replenishes serving table or condiment stand (sugar, napkins, glasses, ice, cream, etc.)
1	1	1	1	1	1	3	2. Cleans, folds and has ready the proper menus for the right meal
2	2	1	1	3	3	3	3. Calls vendors if cigarette or other machines need refilling
1	1	1	1	3	1	1	4. Maintains fresh supply of candy, mints, aspirins, etc.
3	3	1	2	1	1	3	5. Keeps restrooms well supplied with soaps, towels, etc., and in good repair
1	1	1	1	1	1	1	6. Checks silver, china and glasses for stains before using

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 331 (continued)

JOB TITLE: HOSTESS
JOB NUMBER: 41
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville			CRITICAL TASKS
S	E	S	E	S	E	E	
3	3	3	1	1	2	1	1. Supplies customers information on advertised foods, dishes or services
2	2	1	1	2	1	1	2. Fills telephone take-out orders in response to ads
3	3	1	1	1	3	2	3. Reads own and competitor's newspaper ads
1	2	1	1	1	1	1	4. Provides and advertises special facilities for children
1	1	1	1	1	1	1	5. Promotes the restaurant by giving immediate and courteous service to customers
2	2	3	1	1	1	1	6. Points out advertised menus or dishes to customers

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 331 (continued)

JOB TITLE: HOSTESS
JOB NUMBER: 41
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville			CRITICAL TASKS
S	E	S	E	S	E	E	
1	1	1	1	1	1	1	1. Gives customers directions
1	1	1	1	1	1	1	2. Adjusts customer's complaints about food and service
1	1	1	1	2	1	1	3. Receives "take-out" orders from customers by telephone
1	3	1	1	1	1	1	4. Authorizes customers' bank checks
1	1	1	1	1	2	1	5. Makes suggestions to customers for special dishes, beverages, etc.
1	1	1	1	1	1	1	6. Suggests to customers good motels or hotels, points of interest or entertainment
1	1	1	1	2	3	1	7. Takes reservations
3	3	1	2	2	2	3	8. Gives free samples of certain foods when requested by customer
2	1	1	3	1	3	3	9. Promotes the special of the house

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 332

JOB TITLE: ASSISTANT RESTAURANT MANAGER
JOB NUMBER: 16
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Acts for the manager in his absence
2	2	1	1	1	1	2. Orders required foods, supplies and equipment
1	1	1	1	1	1	3. Coordinates and directs the work of cooks, chefs, kitchen helpers, waiters and for waitresses
2	2	2	2	2	2	4. Employs and discharges personnel
2	1	1	1	1	1	5. Instructs and trains dining room and kitchen personnel
2	1	1	1	1	1	6. Maintains cost account books
1	2	1	1	1	1	7. Confers with chef or cook in planning menus
1	1	1	1	1	1	8. Adjusts complaints concerning food or service
1	2	1	1	1	1	9. Schedules employees' hours and breaks
1	1	1	1	1	1	10. Keeps time and production records
2	3	1	1	1	1	11. Arranges catering and other special services
1	1	1	1	1	1	12. Inspects dining room, kitchen and equipment for cleanliness and conformity with sanitary regulations
1	1	1	1	1	1	13. Is familiar with procedures and techniques of preparing food
1	1	1	1	1	1	14. Is familiar with procedures and techniques of serving food
2	1	1	1	1	1	15. Sees that food is prepared correctly and kitchen is kept clean
3	3	1	1	2	2	16. Keeps day-by-day inventory of food stocks
3	3	1	1	1	1	17. Buys food supplies in the market, by mail and by phone
2	1	1	1	1	1	18. Maintains accurate knowledge of market prices and price trends

TASKS ADDED BY INTERVIEWEES:

1. Spends as much time as possible with customers for public relations purposes

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 333

JOB TITLE: ASSISTANT RESTAURANT MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	1	1	1	1	1. Arranges counter where food is brought to front so that it is neat
1	2	1	1	1	3	2. Coordinates displays of advertised and featured menus or dishes
3	2	1	1	2	3	3. Purchases display supplies or fixtures
1	2	3	3	2	3	4. Displays and invites inspection of kitchen facilities
3	2	1	1	3	2	5. Develops lighting arrangements suitable to the nature of dining or eating
1	1	1	1	1	1	6. Sees that all dining room personnel are dressed neatly and attractively in clean, well-fitting uniforms
3	3	1	1	3	1	7. Wears clean, attractive uniforms in accordance with the policies of the restaurant
3	3	1	1	3	1	8. Displays candy, mints and cigarettes in a convenient place
3	2	1	1	1	1	9. Turns on electric signs or display lighting
3	2	3	3	1	1	10. Displays menu outside for customer to see before entering restaurant and being seated
3	2	3	3	1	1	11. Displays posters of special events in the community for tourists to see

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 333 (continued)

JOB TITLE: ASSISTANT RESTAURANT MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - CARE OF FOODS, EQUIPMENT AND SUPPLIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	2	1	1	3	3	1. Checks stockroom for depleted stock
3	2	1	1	3	3	2. Keeps food and supplies in stockroom or stock closet organized and accessible
3	3	1	1	1	3	3. Replenishes serving table or condiment stand (sugar, napkins, glasses, ice, cream, etc.)
2	2	2	2	1	2	4. Initiates stock counts and reorders from them
2	2	2	2	2	1	5. Corrects food and supplies control books from counts
2	2	2	2	2	3	6. Takes physical inventory of dishes and other stock supplies
3	2	1	1	1	1	7. Reorders basic foodstuffs and supplies
1	2	1	1	1	1	8. Inspects foodstuffs for damages or shortages upon receiving
2	2	1	1	3	1	9. Fills in records for breakage, requested dishes and missing checks
2	2	1	1	3	3	10. Packages take-out orders
2	2	1	1	2	3	11. Calls vendors if cigarette or other machines need refilling
3	3	1	1	1	1	12. Maintains fresh supply of candy, mints, aspirins, etc.
3	2	1	1	3	3	13. Keeps restrooms well supplied with soaps, towels, etc., and in good repair
1	2	1	1	3	3	14. Checks silver, china and glasses for stains before using

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 333 (continued)

JOB TITLE: ASSISTANT RESTAURANT MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	2	1	1	1	1	1. Supplies customers information on advertised foods, dishes or services
3	2	1	1	1	1	2. Informs dining room and kitchen personnel involved about advertised foods or dishes
3	2	1	1	3	3	3. Posts copy of ads for dining room and kitchen personnel to refer
2	3	1	1	2	2	4. Orders foodstuffs to back up advertised or specially promoted menus or dishes
2	2	1	1	1	1	5. Reads own and competitor's newspaper ads
3	3	1	1	2	2	6. Plans and conducts sales promotion campaigns and advertising
3	3	1	1	2	2	7. Approves ad copy and artwork for newspaper ads
3	3	1	1	1	3	8. Advertises menu items with attractive and easy-to-read signs
2	3	1	1	2	2	9. Develops special dishes, advertises and promotes
3	3	2	2	2	2	10. Buys ad spots on local radio and television
2	2	2	2	2	2	11. Places ads in local newspapers, bulletins, football programs and calendars
2	2	1	1	1	1	12. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	1	13. Promotes the restaurant by giving immediate and courteous service to customers

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 333 (continued)

JOB TITLE: ASSISTANT RESTAURANT MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	1	1	1	1	1. Gives directions to customers
1	1	1	1	1	1	2. Adjusts customer's complaints about food and service
3	3	1	1	2	3	3. Receives take-out orders from customers by telephone
1	1	1	1	1	1	4. Authorizes customers' bank checks
1	2	1	1	1	1	5. Makes suggestions to customers for special dishes, beverages, etc.
1	2	1	1	1	1	6. Suggests to customers good motels or hotels, points of interest or entertainment
3	3	1	1	1	2	7. Contacts club groups to promote banquet or party facilities
3	3	1	1	1	1	8. Helps patrons plan banquets, parties or receptions
3	2	1	1	1	1	9. Takes reservations
2	3	1	1	2	3	10. Gives free samples of certain foods when requested by customer
3	2	1	1	1	1	11. Promotes the special of the house
3	3	1	1	1	3	12. Delivers foods outside restaurant

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 334

JOB TITLE: RESTAURANT MANAGER
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke	Wytheville		CRITICAL TASKS
E	E	E	E	E	**
1	1	1	1	1	1. Coordinates and directs the work of cooks, chefs, kitchen helpers, waiters and waitresses
2	2	1	2	2	2. Employs and discharges personnel
1	2	2	2	2	3. Instructs and trains dining room and kitchen personnel
2	1	2	2	2	4. Plans budget
2	3	1	2	2	5. Maintains cost account books
1	1	1	3	3	6. Confers with chef or cook in planning menus
1	3	1	1	1	7. Adjusts complaints concerning food or services
1	1	1	1	2	8. Promotes his establishment's facilities for banquets and parties
1	3	1	3	2	9. Schedules employees' hours and reliefs
2	2	3	1	1	10. Keeps time and production records
1	1	3	1	1	11. Arranges catering and other special services
1	3	1	2	2	12. Inspects dining room, kitchen and equipment for cleanliness and conformity with sanitary regulations
1	1	1	1	1	13. Is familiar with procedures and techniques of preparing food
1	1	1	1	1	14. Is familiar with procedures and techniques of serving food
1	1	1	1	1	15. Sees that food is prepared correctly and kitchen is kept clean
1	1	1	1	1	16. Keeps records of daily sales to establish future production schedules for menu dishes
2	1	1	1	1	17. Sees that food is prepared and served according to the best standards of nutrition and balanced meals
1	3	1	1	1	18. Establishes good relationships with reliable food dealers and equipment dealers
1	1	1	1	1	19. Advertises and promotes the business through carefully selected media
1	2	3	2	2	20. Strives to develop foods and services appealing to a large number of people
1	3	1	1	1	21. Keeps day-by-day inventory of food stocks
2	1	2	2	3	22. Computes amounts of foods and supplies needed
1	1	1	2	2	23. Computes food sales
1	1	1	2	2	24. Orders required foods and supplies, after consulting with chef
1	2	3	2	2	25. Calculates profit or loss on each food item

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

** Interviews were conducted only with those people in the position

TABLE 334 (continued)

JOB TITLE: RESTAURANT MANAGER
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke	Wytheville		CRITICAL TASKS
E	E	E	E	E	**
2	2	2	1	1	26. Buys foods in proper quantities and qualities at most advantageous prices
2	2	2	1	2	27. Buys food in the market, by phone and by mail
2	1	1	1	1	28. Analyzes daily checks for food portions served and frequency of customer orders
2	2	2	1	1	29. Analyzes amounts of food returned by the customer or left over
2	2	2	3	2	30. Maintains study of weather forecasts to predict peaks and valleys in weather which will affect business
2	1	1	1	1	31. Maintains regularly scheduled deliveries of basics such as butter, eggs, bread, coffee and milk
2	1	1	1	1	32. Maintains accurate knowledge of market prices and price trends
2	1	1	1	2	33. Computes labor and food costs to determine operating expenses

TASKS ADDED BY INTERVIEWEES:

1. Holds weekly meetings with employees
2. Prepares attractive menus

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 335

JOB TITLE: RESTAURANT MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke	Wytheville		CRITICAL TASKS
E	E	E	E	E	**
3	1	1	1	1	1. Arranges counter where food is brought to front so that it is neat
2	3	1	2	2	2. Coordinates displays of advertised and featured menus or dishes
2	2	2	2	2	3. Purchases display supplies or fixtures
2	3	1	1	1	4. Displays and invites inspection of kitchen facilities
2	2	1	1	1	5. Develops lighting arrangements suitable to the nature of dining or eating
3	1	1	1	1	6. Sees that all dining room personnel are dressed neatly and attractively in clean, well-fitting uniforms
3	3	1	1	1	7. Wears clean, attractive uniforms in accordance with the policies of the restaurant
3	1	3	1	1	8. Places food on table in an appetizing way
2	2	1	1	1	9. Displays candy, mints, cigarettes in a convenient place
3	1	1	1	1	10. Turns on electric signs or display lighting
2	3	1	1	1	11. Directs customers' attention to displays of maps and places of interest
2	3	1	1	1	12. Displays posters of special events in the community for tourists to see

TASKS ADDED BY INTERVIEWEES:

1. Puts up displays in the restaurant for charities
2. Displays menu on a board in front of the restaurant which is changed weekly (for curb service)
3. Displays menus on electronic trays at curb service

* "S" indicates the supervisor of the employee whose job was selected for study; "E"indicates the employee in the job selected for study.

TABLE 335 (continued)

JOB TITLE: RESTAURANT MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - CARE OF FOODS, EQUIPMENT AND SUPPLIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke	Wytheville		CRITICAL TASKS
E	E	E	E	E	**
3	3	1	1	1	1. Washes and sterilizes drinking, eating, cooking utensils
2	1	1	1	1	2. Checks stockroom for depleted stock
3	3	1	1	1	3. Keeps food and supplies in stockroom or stock closet organized and accessible
3	3	1	1	1	4. Replenishes serving table or condiment stand (sugar, napkins, glasses, ice, cream, etc.)
2	1	1	1	2	5. Initiates stock counts and reorders from them
2	1	2	3	2	6. Corrects food and supplies control books from counts
2	2	2	2	2	7. Takes physical inventory of dishes and other stock supplies (not food items)
2	2	1	1	1	8. Reorders basic foodstuffs and supplies
2	1	1	1	1	9. Inspects foodstuffs for damages or shortages upon receiving
3	1	1	1	1	10. Inspects perishable stocks (food items) for freshness
3	3	1	1	1	11. Dusts or cleans tables and chairs
2	3	1	1	1	12. Fills in records for breakage, requested dishes and missing checks
3	1	1	1	1	13. Cleans, folds and has ready the proper menus for the right meal
3	3	1	1	1	14. Checks linen for stains or tears before using
3	3	3	1	1	15. Replenishes soda fountain equipment (ice cream freezer, drink syrups, sandwich spreads)
3	3	1	1	1	16. Packages take-out orders
3	2	1	1	1	17. Maintains fresh supply of candy, mints, aspirins, etc.
3	3	1	1	1	18. Keeps restrooms well supplied with soaps, towels, etc., and in good repair
3	3	1	1	1	19. Checks silver, china and glasses for stains before using

TASKS ADDED BY INTERVIEWEES:

1. Purchases equipment when needed
2. Invites Health Office to speak to employees in a training meeting once every six months

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 335 (continued)

JOB TITLE: RESTAURANT MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke	Wytheville		CRITICAL TASKS
E	E	E	E	E	**
3	3	1	1	1	1. Supplies customers information on advertised foods, dishes or services rendered
3	3	1	1	1	2. Informs dining room and kitchen personnel involved about advertised foods or dishes
3	2	1	1	1	3. Fills telephone take-out orders in response to ads
3	3	1	2	1	4. Orders foodstuffs to back up advertised or specially promoted menus or dishes
2	1	1	2	2	5. Reads own and competitor's newspaper ads
2	3	1	2	3	6. Plans and conducts sales promotion campaigns and advertising
2	3	1	2	2	7. Approves ad copy and artwork for newspaper ads
3	3	1	1	2	8. Designs or selects placemats that appeal to customers
2	3	1	1	1	9. Designs menus that are attractive and easy to read
3	3	1	1	1	10. Advertises menu items with attractive and easy-to-read signs
2	1	1	1	1	11. Provides and advertises special facilities for children (special menus, high chairs, miniature china and silver)
2	3	1	1	1	12. Develops special dishes, advertises and promotes
2	3	3	2	1	13. Buys ad spots on local radio and television
2	3	3	2	1	14. Places ads in local newspapers, bulletins, football programs and calendars
2	2	1	1	1	15. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	16. Promotes the restaurant by giving immediate and courteous service to customers

TASKS ADDED BY INTERVIEWEES:

1. Sponsors a weekly radio broadcast from the restaurant

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 335 (continued)

JOB TITLE: RESTAURANT MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke	Wytheville		CRITICAL TASKS
E	E	E	E	E	**
1	1	1	1	1	1. Gives customers directions
1	1	1	1	1	2. Adjusts customer's complaints about food and service
3	1	1	1	1	3. Receives "take-out" orders from customers by telephone
2	1	1	1	1	4. Authorizes customers' bank checks
3	1	1	1	1	5. Makes suggestions to customers for special dishes, beverages, etc.
2	1	1	1	1	6. Suggests to customers good motels or hotels, points of interest or entertainment
2	3	1	2	1	7. Helps patrons plan banquets, parties or receptions
2	3	1	3	1	8. Takes reservations
2	3	1	2	3	9. Gives free samples of certain foods when requested by customer
3	3	1	2	1	10. Promotes the special of the house
3	3	1	1	1	11. Delivers foods outside restaurant

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 336

RESTAURANT PERSONNEL CONTACTS

CONTACTS	JOBS* 38	39	40	19	41	16	22
1. Cashier	X	X	X	X	X	X	X
2. Management trainee	X		X		X	X	X
3. Clerical		X	X	X		X	X
4. Secretary			X	X		X	
5. Bookkeeper	X		X	X		X	
6. Waitress (or waiter)	X	X	X	X	X	X	X
7. Hostess or host	X		X		X	X	X
8. Busboy (or girl)	X	X	X	X	X	X	X
9. Floor girl	X		X	X	X	X	
10. Restaurant manager	X	X	X	X	X	X	
11. Chef or head cook	X		X	X	X	X	X
12. Cooks	X	X	X	X	X	X	X
13. Head waiter			X	X		X	
14. Food controller	X		X	X		X	
15. Checker (food tabulator)			X				
16. Counterman (countergirl), cafeteria	X			X	X	X	
17. Restaurant manager assistant	X		X	X	X		X
18. Meat cutters	X					X	
19. Manager	X	X	X	X	X	X	
20. Porter	X	X	X	X	X	X	X
21. D.E.students		X		X			
22. Dishwashers	X	X	X	X	X	X	X
23. Kitchen supervisor	X		X	X	X	X	X
24. Dining room supervisor	X		X	X		X	X
25. Personnel supervisor	X		X	X		X	
26. Line runners (cafeteria)	X					X	

PERSONNEL CONTACTS ADDED BY INTERVIEWEES:

1. Stockroom manager
2. Stockroom clerks

* Jobs are identified in the Two-Step Career Continuum on page 1077.

TABLE 337

OUTSIDE-OF-RESTAURANT CONTACTS

CONTACTS	JOBS*						
	38	39	40	19	41	16	22
1. Salesmen (food, meat)	X					X	X
2. Newspaper, television, or radio personnel	X					X	X
3. Distributive education coordinators			X			X	
4. Competitive restaurant personnel	X	X	X			X	X
5. Deliverymen, truckmen, or distributors	X	X		X		X	X
6. Banking personnel	X			X		X	X
7. Vending machine jobbers	X					X	X
8. Customers	X	X	X	X		X	X
9. Health Department inspectors	X	X	X	X		X	X
10. Retail Merchants Association members	X						X
11. Insurance men	X					X	X

OUTSIDE-OF-RESTAURANT CONTACTS ADDED BY INTERVIEWEES:

1. Local civic organizations and charities

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* Jobs are identified in the Two-Step Career Continuum on page 1077 .

TABLE 338

RESTAURANT SUPERVISORY RESPONSIBILITIES

SUPERVISORY RESPONSIBILITIES**	JOBS* 38	39	40	19	41	16	22
1. Clerical						X	
2. Deliveryman						X	
3. Secretary						X	
4. Management trainee						X	
5. D.E. student						X	
6. Lunch counter manager						X	
7. Waitresses or waiters			X		X	X	X
8. Busboys			X		X	X	
9. Head waiter						X	
10. Cashier					X	X	X
11. Hostess or host							
12. Food controller (food purchaser)						X	
13. Food tabulator (checker, cafeteria)						X	
14. Floor girl (service girl, cafeteria)						X	
15. Dishwasher						X	X
16. Cooks						X	X
17. Chef						X	X
18. Assistant manager							X
19. Line runner (cafeteria)						X	

SUPERVISORY RESPONSIBILITIES ADDED BY INTERVIEWEES:

1. Butcher

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* Jobs are identified in the Two-Step Career Continuum on page 1077 .

** The personnel listed are those supervised by the workers as indicated by job numbers.

TABLE 339

RESTAURANT EQUIPMENT AND MATERIALS

EQUIPMENT AND MATERIALS	JOBS*						
	38	39	40	19	41	16	22
1. Cash register		X		X	X	X	X
2. Adding machine					X	X	X
3. Typewriter						X	X
4. Telephone	X	X	X	X	X	X	X
5. Uniforms and aprons	X	X	X	X	X	X	X
6. Signs and sign holders			X	X		X	X
7. Menus	X	X	X	X	X	X	X
8. Filing equipment						X	X
9. Food purchase orders						X	X
10. Report forms					X	X	X
11. Soda fountain equipment		X		X			X
12. Serving table	X	X	X	X	X	X	X
13. Linens	X		X	X		X	
14. Silverware	X	X	X	X	X	X	X
15. China (dishes)	X	X	X	X	X	X	X
16. Glassware	X	X	X	X	X	X	X
17. Serving trays	X	X	X	X	X	X	X
18. Cleaning agents and equipment	X	X	X	X	X	X	X
19. Coffee maker	X	X	X	X	X	X	X
20. Grills				X		X	X
21. Kitchen utensils				X		X	X
22. Steam table counter	X			X		X	X
23. Change machine				X			
24. Dishwashers	X			X		X	X
25. Cigarette and candy dispensers					X	X	
26. Lockers	X		X	X	X	X	
27. Checkbooks			X		X	X	X
28. Intercom speakers				X			X
29. Conveyor belts						X	
30. Ash trays	X	X	X	X	X	X	X
31. Doggie bags	X		X	X		X	X
32. Dumbwaiters							
33. Pencils and pads		X	X	X	X	X	X
34. Vacuum cleaner	X		X			X	
35. Catsup or sauce bottles (blender, juice extractors)	X	X	X	X	X	X	X
36. Salad dressing trays	X	X	X	X	X	X	X
37. Napkins	X	X	X	X	X	X	X
38. Fire extinguisher						X	X
39. Exhaust fan						X	X
40. Ice machine	X	X		X		X	X
41. Refrigeration equipment	X	X		X		X	X
42. Ice tongs or scoop	X	X	X	X	X	X	X
43. Incinerators						X	
44. Sandwich board				X			X
45. Swinging doors	X		X	X	X	X	X
46. Tea maker		X		X		X	X
47. Hot dog cooker	X						

* Jobs are identified in the Two-Step Career Continuum on page 1077 .

TABLE 339 (continued)

RESTAURANT EQUIPMENT AND MATERIALS

EQUIPMENT AND MATERIALS ADDED BY INTERVIEWEES:

1. Rug shampooer

COMPETENCY CLUES

RESTAURANT POLICIES AND PROCEDURES

Interviewees indicated that they needed to know the following types of information concerning restaurant policies and procedures in order to perform their job tasks;

1. Seating procedure	38	39	40		41	16	22
2. Serving procedure	38	39	40	19	41	16	22
3. Food protection	38	39	40	19	41	16	22
4. Equipment protection	38	39	40	19	41	16	22
5. Customer complaints and adjustments	38	39	40	19	41	16	22
6. Training procedures	38	39	40	19	41	16	22
7. Food inventory control						16	22
8. Pricing dishes, menus or services rendered		39		19		16	22
9. Buying policies						16	22
10. Personnel policies	38	39	40	19	41	16	22
11. Food receiving procedures						16	22
12. Recordkeeping procedures					41	16	22
13. Extension of credit			40	19		16	22
14. Free replacement of foods on request		39	40	19	41	16	22
15. Overhead costs						16	22
16. Promotions held by restaurant	38	39	40	19	41	16	22

COMPETENCY CLUES ADDED BY INTERVIEWEES:

1. General company policies

COMPETENCY CLUES

FOOD AND MENU INFORMATION

Interviewees indicated that they needed to know the following types of information concerning food and menu information in order to perform their job tasks:

1. The prices of foods and beverages
   39 40 19 41 16 22

2. Available portions of foods and beverages
   39 40 19 41 16 22

3. How dishes are prepared
   39 40 19 41 16 22

4. The time required to prepare dishes
   39 40 41 16 22

5. What items may be substituted
   39 40 41 16 22

6. What foods are in or out of season (fruits, seafoods, etc.)
   39 40 41 16 22

7. Proper food accompaniments (wines, dressings, sauces)
   39 40 41 16 22

8. How to properly garnish and serve foods
   39 40 19 41 16 22

9. What foods are in low supply in the kitchen
   39 40 41 16 22

10. Cuts of meats and origins of meat
    39 40 41 16 22

11. Meat terms (ex. K.C. - Kansas City; marbling - fat streaks in meat)
    40 16 22

12. The profit value in certain foods
    40 41 16 22

13. Foods which can be eaten in salt-free diets
    39 40 19 16 22

14. Foods which can be eaten in low-cholesterol diet
    39 40 19 16 22

15. Specific calorie counts in foods
    40 16

16. What foods should be served hot and cold
    39 40 19 41 16 22

COMPETENCY CLUES

FOOD AND MENU INFORMATION
(continued)

17. What foods can be packaged for take-out orders
39 40 19 41 16 22

18. The preparation of dressing for salads
39 40 19 41 16 22

19. The special preparation of foods
39 40 16 22

COMPETENCY CLUES ADDED BY INTERVIEWEES:

1. What dishes are to be used for serving certain food items in a cafeteria

RESTAURANT COMPETENCIES[7]

AREA OF ADVERTISING

Knowledges and Understandings:

1. Knowledge of the uses of promotional and institutional advertising.

39 40 41 19 16 22

2. Knowledge of the types of media that are available for advertising - periodicals (newspapers, magazines, trade journals), mass media (radio, tv, billboards) and direct advertising (catalogs, circulars).

16 22

3. Knowledge of the prices and items included in advertised menus in order to better promote them.

39 40 19 41 16 22

5. Knowledge of the factors to consider when checking advertising proofs for corrections.

16 22

7. Knowledge of the relative costs of advertising in various media.

16 22

8. Knowledge of the procedures for filling telephone orders in response to ads.

39 40 19 41 16 22

9. Knowledge of the ways customers may be informed of special events.

39 40 19 41 16 22

10. Knowledge of how to prepare an advertising budget that apportions ad money during the seasons when it will be most effective.

16 22

11. Knowledge of the purposes of advertising.

38 39 40 19 41 16 22

15. Knowledge of the ways in which past advertising can be helpful in planning future ads.
16 22

16. Knowledge of how to select menus for advertising that are seasonal and timely.

16 22

17. Understanding that an appealing advertising headline gains the customer's attention.

16 22 40 41

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[7] Numbers below each competency indicate number of job which requires the competency. See page 1077 for job number.

RESTAURANT COMPETENCIES

AREA OF ADVERTISING

Knowledges and Understandings:

18. Knowledge of how to tie together advertising, sales promotion and public relations programs in an effort to bring the restaurant to the attention and consideration of the largest possible number of prospective patrons.

16 22

19. Knowledge of how to secure or prepare good illustrations that will maintain a customer's interest in an ad.

16 22

20. Knowledge of how to evaluate the effectiveness of various advertising media.

16 22

26. Knowledge of how to use "piped-in" music for dining areas and other public rooms to help create a desired image.

16 22

27. Knowledge of how to attract customer interest by attractively displaying the restaurant menu outside for the customer to inspect before entering.

16 22 41 40

28. Knowledge of how to design or select placemats that are serviceable and attractive and promote the restaurant's image.

16 22 40 41

29. Knowledge of how to develop and promote a "specialty-of-the-house" that customers will associate with one particular restaurant, be willing to return for and spread the word to others.

16 22 39 40 41

30. Knowledge of how to provide and promote dining facilities for children that will encourage more families to dine out.

39 40 41 16 22

31. Knowledge of how to plan and promote banquet facilities and special group menu prices.

16 22

32. Knowledge of how to make use of food items, such as cakes and pies, to recognize birthdays and anniversaries of guests in an effort to win loyalty to the restaurant.

16 22 40 41

Skills:

1. Skill in keeping personnel informed of sales promotion activities within the restaurant.

40 41 16 22

RESTAURANT COMPETENCIES

AREA OF ADVERTISING

Skills:

2. Skill in studying specific information in ads and using the advertised facts effectively in serving customers.

   39 40 19 41 16 22

3. Skill in evaluating the effectiveness of advertising in terms of sales and costs.

   16 22

6. Skill in preparing information for advertising copy that will attract potential business.

   16 22

7. The ability to use promotional, institutional or a combination of promotional and institutional advertising to best promote services and restaurant image.

   16 22 40 41

8. An ability to select menus for advertising that are seasonal and timely.

   16 22

9. Skill in analyzing past advertisements for their effectiveness and for guidance in planning future ads.

   16 22

10. The ability to prepare advertising plans for a restaurant which apportion ad money for its most effective use.

    16 22

12. Skill in checking advertising proofs for corrections, omissions and additions.

    16 22

14. Skill in selecting the best advertising media to use for restaurant promotions.

    16 22

Attitudes:

1. Attitude that an advertisement does not really sell the restaurant's food; it only stimulates the idea of wanting it - the restaurant personnel must complete the sale.

   38 39 40 19 41 16 22

2. Attitude that good advertising will help increase sales for a restaurant by creating interest and desire in customers.

   39 40 19 41 16 22

3. Attitude that an awareness of competitive restaurants' advertising and promotions. prices and services is beneficial in serving one's own customers.

   38 40 39 19 16 41 22

RESTAURANT COMPETENCIES

AREA OF ADVERTISING

Attitudes:

4. Attitude that the available quantities of advertised foods should be checked before an ad breaks.

16 22 40 41

5. Attitude that advertising helps to build customer loyalty for the restaurant.

38 39 40 19 41 16 22

6. Attitude that advertising presells foods and menus to customers, making them easier to sell once they are in the restaurant.

38 39 40 19 41 16 22

7. Attitude that advertising helps stabilize business by maintaining interest during dull periods.

16 22 40 41

8. Attitude that effective advertising builds goodwill in customers.

16 22 38 39 40 19 41

9. Attitude that advertising can be developed to produce immediate business or create a favorable attitude toward the restaurant for future business.

16 22

10. Attitude that advertising, to be effective, must be supplemented by attractive displays, well-informed and intelligent restaurant personnel and prompt, courteous service.

38 39 40 19 41 16 22

11. Attitude that it is necessary to know facts about services or menus being advertised in order to better promote or sell them.

38 39 40 19 41 16 22

15. Attitude that past advertisements should be analyzed for their effectiveness and as a guide in planning future ads

16 22

16. Attitude that advertising is a form of preselling - a tool which catches attention,arouses interest,creates desire and induces action.

38 39 40 19 41 16 22

23. Attitude that advertising budgets and schedules should be based on factual information and sound judgment.

16 22

24. Attitude that the creation of a desirable image can often be enhanced with a certain trademark or other easily identifiable symbol.

16 22

RESTAURANT COMPETENCIES

AREA OF ADVERTISING

Attitudes:

25. Attitude that restaurant personnel supplement advertising with a neat appearance, kind actions, interest and enthusiasm.

38 39 40 19 41 16 22

26. Attitude that a telephone call to an individual customer to inform him of a special dish or menu in which he might be interested is often a rewarding form of advertising or sales promotion.

39 40 41 16 22

27. Attitude that offering customers recipes of special dishes or food items helps to promote the restaurant.

39 40 41 16 22

28. Attitude that one of the most effective kinds of restaurant advertising is the "word-of-mouth" advertising done by satisfied customers.

38 39 40 19 41 16 22

30. Attitude that restaurant advertising can provide information about the location and facilities of food service, kinds of food service provided, hours of service, food, menu and prices.

16 22 40 41

31. Attitude that table cards and novelties, such as matchbooks, menus and favors, are effective ways for a restaurant to advertise in addition to newspaper and radio advertising billboards and entrance signs.

16 22 40 41

RESTAURANT COMPETENCIES[7]

AREA OF COMMUNICATIONS

Knowledges and Understandings:

1. Knowledge of how to suggest changes to management.

    38 39 40 19 41 16

2. Knowledge of how to use written communications in forms and reports.

    39 40 41 19 16 22

3. Knowledge of the correct forms used in business letter writing.

    16 22

4. Knowledge of how to address other people in a business-like manner whether they are customers, fellow employees, supervisors or management.

    38 39 40 19 41 16 22

5. Knowledge of how to communicate to others sufficient motivation to encourage them to work willingly.

    40 41 16 22

8. Knowledge of the approaches which can be used in assigning duties and delegating authority so that everything is completely clear.

    40 41 16 22

9. Knowledge of the situations in which to use a technical language or commonly understood language.

    39 40 41 16 22

10. Knowledge of when to keep communications confidential.

    38 39 40 19 41 16 22

11. Knowledge of how to quickly and effectively brief the staff before dining hours on menu terms, which items are ready to be served and which items require additional preparation time.

    40 41 16 22

12. Knowledge of adult training classes offered to restaurant employees and other distributive workers by the local public school system and other agencies in the community.

    16 22

13. Knowledge of the important benefits, both short-and long-range, derived from keeping the public as much aware of the restaurant's image as possible.

    16 22

Numbers below each competency indicate number of job which requires the competency. See page 1077 for job number.

RESTAURANT COMPETENCIES

AREA OF COMMUNICATIONS

Knowledges and Understandings:

14. Understanding that to control grievances within the organization, employees should be given timely information concerning policies and procedures.

16 22 40 41

15. Knowledge of the hotels or motels, points of interest or entertainment in the vicinity that guests might enjoy.

39 40 19 41 16 22

17. Understanding that communications in assigning work means a constant striving for clarity.

40 41 16 22

19. Understanding that since interpretations placed on the spoken word vary with different people, one must be careful to speak so that correct interpretation can be made by individual listeners.

38 39 40 19 41 16 22

Skills:

1. Skill in using the telephone correctly and most effectively.

38 39 40 19 41 16 22

2. Skill in receiving or giving telephone orders, complaints and messages.

39 40 19 41 16 22

3. Skill in handling customer inquiries for general information.

38 39 40 19 41 16 22

4. Skill in interpreting restaurant policies to customers.

38 39 40 19 41 16 22

6. Skill in listening to and following directions.

38 39 40 19 41 16 22

7. Skill in developing descriptive phrases and sentences to be used in promoting the menus or dishes offered by the restaurant.

38 39 40 19 41 16 22

8. Skill in writing point-of-sale sign copy which is effective in conveying a sales message to the customer.

40 41 16 22

RESTAURANT COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

9. Skill in effective use of speech and vocabulary.

38 39 40 19 41 16 22

11. Skill in interpreting management's policies to employees and employee's problems to management.

40 41 16 22

12. Skill in writing saleschecks legibly so that errors in filling a customer's order can be eliminated.

39 40 41 16 22

13. Skill in writing purchase orders legibly so that errors in quantities, shipping and pricing information can be eliminated.

16 22

14. Skill in connunicating effectively with customers, co-workers and supervisors.

38 39 40 19 41 16 22

16. Skill in compiling several reports into a composite report, statement or presentation for management.

40 41 16 22

18. Skill in writing grammatically correct, attention-getting advertising copy.

16 22

19. Ability to use phraseology in describing food or menu items that will create interest and desire in customers. (For example - use of "green", fresh", "crisp" in describing fruits and vegetables; "hot" rolls, "chilled" watermelon, "old-fashioned" strawberry shortcake).

40 39 41 16 22

20. Skill in writing informative and effective business letters.

16 22

23. Skill in determining the reason for a customer's complaint on billing, adjusting the complaint and tactfully informing the customer of the adjustment.

40 41 16 22

24. Ability to talk clearly and pleasantly, conveying spirit and enthusiasm in one's speech.

38 39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

25. An ability to assist with training or teaching others.

38 39 40 19 41 16 22

26. Ability to convey directions and instructions clearly to employees.

40 41 16 22

27. Ability to conduct effective employee meetings.

22 16 40 41

28. Ability to interpret to management the progress of a certain department, system or function within the restaurant.

40 41 16 22

29. Ability to stimulate customer interest with trademark slogans, similes, etc.

39 40 41 16 22

30. Skill in translating technical words concerning menus into the customer's language.

40 39 19 41 16 22

Attitudes:

1. Attitude that the ability to communicate skillfully in good English is essential to a person's business advancement.

38 39 40 19 41 16 22

2. Attitude that poor or awkward grammar lowers restaurant personnel and the restaurant's image in the estimation of the customer.

38 39 40 19 41 16 22

4. Attitude that in distributive occupations the "spoken word" is an important tool of the trade.

38 39 40 19 41 16 22

5. Attitude that active membership in trade associations provides excellent opportunities for learning of trends and advanced methods in restaurant operations.

22 16

6. An awareness that product knowledge and business trends can be otained by reading trade and business journals and publications.

38 39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

7. An awareness that the voice can be used to express conviction and convey confidence.

   38 39 40 19 41 16 22

8. Attitude that the tone of voice can express sincere welcome and eagerness to be of service.

   38 39 40 19 41 16 22

9. An appreciation of the value of correct enunciation and pronunciation in speaking.

   38 39 40 19 41 16 22

10. An awareness that the use of terms of "endearment" lowers the food, service, employee and restaurant's image in the estimation of the customer.

    38 39 40 19 41 16 22

11. A belief that the voice is an important medium through which selling is accomplished.

    39 40 41 16 22

12. A feeling that voice tone quality enhances the value of the foods and services described.

    39 40 41 16 22

14. Attitude that by listening "with a sensitive ear" one can often detect true sources of complaints or grievances among the restaurant's personnel.

    16 22 40 41

15. Attitude that nothing is quite so important or contagious as enthusiasm - for the restaurant, for the services offered and for customers.

    38 39 40 19 41 16 22

16. A belief that an important phase of management's responsibility in any organization is communication.

    16 22

17. A belief that communication must be a two-way process between management and employees.

    40 41 16 22

18. A realization that even in the most skillfully constructed communications misinterpretations will develop.

    16 22 40 41

19. A belief that management has a responsibility to keep informed of technical advances and new methods in restaurant services and facilities by reading trade journals and publications.

    16 22

RESTAURANT COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

20. A realization that first impressions are important to the business and last impressions are longest remembered.

    38 39 40 19 41 16 22

21. Awareness that certain thoughtlessly used terms or words can be misinterpreted by the listener.

    38 39 40 19 41 16 22

22. Attitude that when assembling data on a particular restaurant topic certain authorities in the field must be recognized.

    16 22

23. A realization that gestures help convey feelings in spoken communications.

    38 39 40 19 41 16 22

24. Attitude that attending employee meetings is a good way to keep informed of promotions, changing methods and operating picture.

    38 39 40 19 41 16 22

25. A belief that communications between the various departments and divisions within a business will result in a more efficient operation with mutual benefits to all.

    38 39 40 19 41 16 22

26. A belief that since restaurant organizations have many common goals and problems, they should maintain cordial and working relationships which will permit a flow of ideas among them.

    16 22 40 41

RESTAURANT COMPETENCIES[7]

AREA OF DISPLAY

Knowledges and Understandings:

1. Knowledge of how to develop copy for restaurant signs.

16 22

2. Knowledge of the procedures for having restaurant signs printed.

16 22

4. Knowledge of how to employ seasonal or restaurant image themes on restaurant fixtures and dining tables.

16 22 40 41

9. Knowledge of how to use price cards to emphasize the price of foods being sold in a cafeteria or buffet arrangement.

16 22 19 40 41

10. Knowledge of the ways to letter and design a simple sign.

39 40 19 41 16 22

14. Knowledge of the ways to use display-lighting techniques most effectively.

16 22 40 41

31. Knowledge of how to make up and garnish a plate highlighting the restaurant's special for the day.

39 40 41 16 22

33. Knowledge of how to place food on the table in an appetizing arrangement.

39 40 41 16 22

Skills:

1. Skill in arranging counter displays of foods.

39 16 22 41

2. Ability to attractively arrange colorful and appealing foods in the restaurant's windows.

39 40 41 16 22

4. Skill in selecting menus or foods for display that are seasonal and timely.

16 22 40 41

6. Skill in scheduling and featuring menus in displays at the same time they are being advertised.

16 22 40 41

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[7] Numbers below each competency indicate the number of job which requires the competency. See page 1077 for job number.

RESTAURANT COMPETENCIES

AREA OF DISPLAY

Skills:

14. Skill in using display-lighting techniques most effectively.

16 22 40 41

15. Skill in developing display signs for self-service or self-selection fixtures that provide the customer with the key features and selling price of the food itmes.

16 22 39 41

21. Skill in using price cards to emphasize the price of foods being shown.

16 22 41 39

23. The ability to letter and design a simple sign.

39 40 19 41 16 22

24. Skill in using color, harmony, balance and proportion in display construction.

16 22 41 39 40

28. Skill in developing copy for point-of-sale signs.

16 22

30. Ability to arrange a plate of food in an appealing way.

39 16 41 22 40

31. Skill in developing dining room lighting arrangements that will create a certain "atmosphere"or dining mood.

16 22 39 40 41

32. Skill in preparing a typical dish for display as it has been advertised.

39 40 41 16 22

Attitudes:

1. Attitude that good display of foods is a prime factor in developing a customer's interest.

39 40 19 41 16 22

2. Attitude that the more customer exposure foods have the more sales they should produce.

39 40 19 41 16 22

3. Attitude that self-selection foods must be properly signed or identified for greatest ease in customer selection.

38 40 39 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF DISPLAY

Attitudes:

5. Attitude that displays tied in with local activities or seasonal events will create a favorable impression in the community.

   16 22 41 40

7. Attitude that displays should be changed often to maintain interest from customers.

   16 22 40 41

8. Attitude that open-back windows exposing an attractively displayed and decorated interior have a strong attracting power over passing customers.

   16 22 40 41

9. Attitude that customers, through their past selections, actually determine which menus or foods should be placed in open displays.

   16 22 40 41

13. Attitude that window display of menus or foods should feature those items in which the public has demonstrated an interest.

    16 22 40 41

19. Attitude that the preparation for and setting up of displays must be supervised and approved for adherence to restaurant promotional policies.

    39 40 41 19 16 22

26. Attitude that when purchasing display supplies or fixtures the restaurant image must be considered.

    16 22 40 41

27. Attitude that the cooperative display of special community event posters in the restaurant for tourists and out-of-town travelers to see is, in effect, promoting business for the restaurant as well.

    16 22 40 41

28. Attitude that by wearing attractive, well-kept uniforms one can help create an atmosphere of cleanliness and increase customer confident.

    38 39 40 19 41 16 22

29. Attitude that the display and appetizing aroma of food in a cafeteria helps motivate the customer and simplifies the job of the waitress.

    39 16 22

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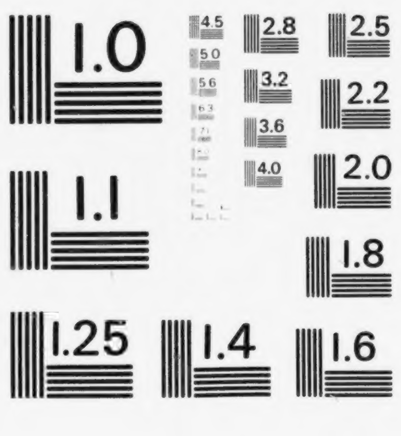
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MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

RESTAURANT COMPETENCIES

AREA OF DISPLAY

Attitudes:

30. Attitude that trays, pans and bowls in which food is displayed should be clean, free from chips, cracks and stains.

    38 39 40 19 41 16 22

31. Attitude that in selecting desserts for counter arrangement, one should keep in mind color.

    39 16 22 41

32. Attitude that sparkling clean counter display fixtures for food increase the appeal of the pies, cakes, etc., being displayed.

    39 16 22 41

4

RESTAURANT COMPETENCIES[7]

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

1. Knowledge of how to get results through people by practicing effective human relations.

   40 41 16 22

2. Knowledge of the factors which appear to affect employee morale.

   40 41 16 22

3. Knowledge of how to dress appropriately for the job and maintain a well-groomed appearance.

   38 39 40 19 41 16 22

4. Knowledge of how to build morale in employees.

   40 41 16 22

5. Knowledge of how to recognize the accomplishments of others.

   40 41 16 22

6. Knowledge of how to develop and maintain a pleasant working environment.

   38 39 40 19 41 16 22

7. Knowledge of how to be orderly and systematic.

   38 39 40 19 41 16 22

8. Knowledge of how to show an interest in others.

   38 39 40 19 41 16 22

9. Knowledge of how to build sound working relationships in "forced" associations.

   40 41 16 22 38 39 19

10. Knowledge of how to motivate others for best performance.

    40 41 16 22

11. Knowledge of the evidences of poor morale - high personnel turnover, numerous grievances, increased absenteeism and tardiness, restriction of output, etc.

    40 41 16 22

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[7] Numbers below each competency indicate the number of job which requires the competency. See page 1077 for job number.

RESTAURANT COMPETENCIES

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

12. Knowledge of morale as being the term frequently used to describe employee attitudes toward their jobs, employer and fellow employees.

38 39 40 19 41 16 22

13. Understanding that supervisors or managers accomplish results by encouraging employees to work toward mutually beneficial objectives.

40 41 16 22

14. Understanding that a postive attitude is usually reflected in one's work.

38 39 40 19 41 16 22

15. Understanding that the supervisor must help new employees adjust to their jobs, seeing that they are trained for the job and that they become acquainted with fellow employees.

40 41 16 22

16. Understanding that human relations in the restaurant organization consists of an interdependence with fellow employees, supervisors and customers.

38 39 40 19 41 16 22

17. Understanding that personnel usually understand and comply more readily with policies and procedures which they have helped develop.

40 41 16 22

18. Understanding that employees will comply more readily with policies they understand.

40 41 16 22

19. Knowledge of how to tactfully explain to guests the approximate waiting time for table arrangements and make the wait as pleasant as possible.

40 41 16 22 39

20. Knowledge of the ways to effectively handle difficult customers.

38 39 40 19 41 16 22

Skills:

1. Skill in developing and maintaining harmonious relationships with other employees.

38 39 40 19 41 16 22

2. Skill in sponsoring new employees in the restaurant.

38 39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

3. Skill in working cooperatively with fellow employees, supervisors and management and being aware of their needs and motivations.

38 39 40 19 41 16 22

4. Skill in maintaining an objective point of view in problem situations.

38 39 40 19 41 16 22

5. Skill in maintaining good health for effective job performance.

38 39 40 19 41 16 22

6. Skill in developing personality traits necessary for successful job performance.

38 39 40 19 41 16 22

7. Skill in representing the business faborably to customers and outside business associates.

38 39 40 19 41 16 22

8. Skill in adapting to the personality and needs of customers.

38 39 40 19 41 16 22

9. Skill in avoiding misrepresentations of people, services and policies.

38 39 40 19 41 16 22

10. Skill in selecting the right person to do a job, giving clear instructions and following up on instructions to see that they are properly carried out.

40 41 16 22

11. Skill in interviewing employees regarding corrections and grievances.

16 22 40 41

12. Ability to determine tactfully the number of people in the party when considering seating arrangements.

39 40 41 16 22

13. Skill in training employees and following-up on the effectiveness of training.

40 41 16 22

14. Skill in exercising self-control during trying situations.

38 39 40 19 41 16 22

15. Skill in accepting criticism and turning it into a character-building element.

38 39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

16. Skill in demonstrating initiative and creativity.

    38 39 40 19 41 16 22

17. The ability to determine which applicants shall be employed in order to best carry out business objectives.

    16 22 40 41

18. The ability to follow-through on the initial experiences of new employees, determining whether they are to be retrained, transferred or released.

    40 41 16 22

19. The ability to evaluate the abilities, interests and performance of employees in relation to possible advancement.

    40 41 16 22

20. Ability to capitalize on the talents and attributes of employees both to their benefit and that of the restaurant's.

    40 41 16 22

21. Skill in adjusting to change.

    38 39 40 19 41 16 22

22. The ability to understand one's self.

    38 39 40 19 41 16 22

23. Skill in generating enthusiasm toward people.

    38 39 40 19 41 16 22

24. Ability to seat guests according to procedures established by restaurant management.

    39 40 41 16

25. Ability to serve restaurant guests being careful not to overstep the thin line between "friendliness" and "familiarity".

    38 39 40 19 41 16 22

26. Ability to intercede between guests and waiters when difficulties develop, smoothing out any problem situations concerning food preparation or service.

    40 41 16 22

27. Skill in apportioning the seating of customers to several serving stations in order that no one section of the dining room will be overcrowded.

    40 41 16 22

RESTAURANT COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

1. Attitude that the restaurant's personnel policies are established for the benefit of the restaurant and the employee.

   38 39 40 19 41 16 22

2. Attitude that next to job performance, human relations is an employee's greatest responsibility.

   38 39 40 19 41 16 22

3. Attitude that the worker's satisfactory job performance includes not only what he does, but also how he influences other people, whether good or bad.

   38 39 40 19 41 16 22

4. Attitude that employee morale is a primary responsibility of management.

   16 22

5. A belief that honesty and integrity are personality traits necessary in job situations, such as, recordkeeping, timekeeping and stockkeeping in addition to working with money.

   38 39 40 19 41 16 22

6. An awareness that understanding others and one's self is basic to working harmoniously together.

   38 39 40 19 41 16 22

7. Attitude that leadership concentrates on effective relationships with others, but is oriented toward making progress and achieving results.

   16 22 40 41

8. A feeling that the effective supervisor must be a leader - whose job is to achieve results through other people.

   40 41 16 22

9. An awareness that an employee must be willing to accept and adjust to change.

   38 39 40 19 41 16 22

10. An awareness of the necessity to perform tasks in addition to job responsibilities when situations necessitate.

    38 39 40 19 41 16 22

11. A belief that a supervisor should set an example of personal work habits and character which employees can emulate.

    16 22 40 41

RESTAURANT COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

12. An awareness that good personal appearance helps create effective customer impressions.

38 39 40 19 41 16 22

13. A feeling that good human relations within the restaurant builds good public relations.

38 39 40 19 41 16 22

14. An awareness that good human relations improves employee morale by encouraging cooperation, generating happiness and creating harmony.

40 41 16 22

15. An awareness that good human relations helps increase production by stimulating interest and creativeness in employees.

40 41 16 22

16. An awareness that properly kept personnel records can create good employee relations and increase morale.

16 22

17. An awareness that creativity among restaurant personnel should be rewarded.

40 41 16 22

18. A willingness to accept and put into practice the planned policies and procedures of management.

40 41 16 22

19. An awareness that good human relations depends on the personality factor and the adjustment of personalities.

40 41 16 22

20. A realization that employees' ideas often prove beneficial when incorporated into business operations.

40 41 16 22

21. A realization that employee morale is influenced by the supervisor's attitude.

40 41 16 22

22. Attitude that the restaurant's participation in local community fund-raising events, such as the United Fund Drive usually creates goodwill toward the restaurant from the public.

16 22 40 41

RESTAURANT COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

23. A recognition that training contributes to the understanding by supervisors of personnel management and other managerial functions which they must perform.

40 41 16 22

24. An awareness that motivation is closely connected with communication.

40 41 16 22

27. A recognition of the need for joining and participating in meetings and activities which will improve personal and professional development.

38 39 40 19 41 16 22

28. Attitude that it is the feeling of being a valued patron that converts occasional customers into regular guests.

38 39 40 19 41 16 22

29. Attitude that staff poise, courtesy, attractiveness and competence give the guest a feeling of security.

38 39 40 19 41 16 22

30. Attitude that a restaurant employee who gives a cheerful greeting, recognizes patrons by name and replies pleasantly to questions can go a long way in developing pleasant relations for the business.

19 16 22 38 39 40 41

31. Attitude that courtesy can be shown to fellow employees by giving and receiving menu orders in turn, not pushing ahead of someone else and not taking orders set up for someone else.

39 40 41 16 22

32. Attitude that when customers must wait for tables, they should be seated where they are available or asked to stand in a place that is out of the way of traffic.

40 41 16 22

33. Attitude that the primary function of the dining room host, hostess or head waiter is to dispense hospitality as a representative of the management.

40 41 16 22

34. Attitude that by authorizing special preparation of foods when an occasional request is made, customer loyalty can often be strengthened.

16 22 40 41

RESTAURANT COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

35. Attitude that customer loyalty and confidence can be strengthened by offering to allow guests to inspect the kitchen facilities.

16 22 40 41

36. Attitude that when a guest leaves a gratuity, he is indicating his desire to reward the waiter for services rendered.

39 38 40 41 16 22

37. Attitude that it is poor salesmanship to indicate in any way that a tip is expected or that any certain amount is anticipated.

39 38 40 41 16 22

38. Attitude that taking an order for another waitress (waiter) who may be delayed and then turning it over to her to serve will help maintain high standards of service.

39 40 41 16 22

39. Attitude that food service requires teamwork - a waitress or waiter cannot work as an individual but must be backed by the cooperative effort of the kitchen staff and dining room staff.

38 40 39 19 41 16 22

RESTAURANT COMPETENCIES[7]

AREA OF MATHEMATICS

Knowledges and Understandings:

1. Knowledge of how to adjust pricing errors on menus or food items.

   39 40 19 41 16 22

2. Knowledge of the restaurant's operating expenses which must be met before a profit can be realized.

   16 22 40 41

4. Understanding that a restaurant's gross margin should cover operating expenses and provide a percentage of profit.

   16 22 40 41

6. Knowledge of how to read and interpret a restaurant profit and loss statement.

   16 22

7. Knowledge of mathematical manipulations up to and including first degree algebraic expressions.

   38 39 40 19 41 16 22

8. Knowledge of how to determine a cash register error, the amount and how to correct it on the proper form.

   39 40 19 41 16 22

9. Knowledge of how to maintain proper records of cash received and bank deposits to prevent losses.

   16 22

Skills:

1. Skill in multiplying and extending figures with facility.

   39 40 19 41 16 22

2. Skill in adding columns of figures with facility.

   39 40 19 41 16 22

4. Skill in reading and interpreting self computing scales that speed up mathematical procedures, such as tax computation charts.

   39 40 19 41 16 22

5. Skill in balancing cash and totaling tallies at end of day.

   39 40 19 41 16 22

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[7] Numbers below each competency indicate the number of job which requires the competency. See page 1077 for job number.

RESTAURANT COMPETENCIES

AREA OF MATHEMATICS

Skills:

6. Skill in computing local, state and federal taxes which must be applied in the sale of foods and service.

   39 40 19 41 16 22

9. Skill in determining billed costs of foods and supplies after figuring quantity and trade discounts which the supplier offers.

   16 22

11. Skill in analyzing charts and graphs and interpreting the data.

    16 22

12. Skill in keeping stock control books accurately.

    16 22

15. Skill in making change and using the cash register.

    39 40 19 41 16 22

16. Skill in selecting and analyzing pertinent factors from a statistical or written report.

    16 22

18. Skill in accurately calculating the exact amount of a customer's bill.

    39 40 19 41 16 22

19. Skill in setting prices on foods and services that will cover the cost of operation and yield a profit.

    16 22

21. Skill in using and translating percentages with facility.

    16 22

24. Skill in figuring turnover and interpreting its relationship to restaurant operating profits.

    16 22

Attitudes:

1. Attitude that carefully calculating the exact amount of a customer's bill will prevent business shortages.

   39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF MATHEMATICS

Attitudes:

3. Attitude that retail prices must be carefully placed on menus and food items so as to cover the cost of operation and yield a profit.

   16 22

5. Attitude that careful use of cash register will prevent money shortages.

   19 41 16 22

RESTAURANT COMPETENCIES[7]

AREA OF MERCHANDISING

Knowledges and Understandings:

1. Knowledge of the restaurant's price line structure and pricing policies.

   16 22 39 40 19 41

2. Knowledge of the ways prices psychologically affect consumers.

   16 22 39 40 19 41

4. Knowledge of how to analyze and interpret past business records and performance in planning future business and making purchases.

   16 22

5. Knowledge of the uses of forms and records necessary in inventory control.

   38 39 40 19 41 16 22

6. Understanding that stock counts are taken for inventory purposes and for ordering purposes.

   38 39 40 41 16 22

7. Knowledge of available resources, suppliers and the characteristics of these individual business firms.

   16 22

9. Knowledge of the procedures for handling special orders for customers.

   40 41 16 22 39

14. Knowledge of the usual or typical discounts and terms offered by vendors and suppliers in the market from which the restaurant purchases.

   16 22

15. Knowledge of how to locate and use information on economic indicators or changes in consumer behavior or demands to forecast expected business.

   16 22

18. Knowledge of the reasons for making returns of foodstuffs or supplies to vendors.

   16 22

19. Knowledge of the procedures involved in a stock count for physical inventory.

   38 39 40 19 41 16 22

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[7] Numbers below each competency indicate the number of job which requires the competency. See page 1077 for job number.

RESTAURANT COMPETENCIES

AREA OF MERCHANDISING

Knowledges and Understandings:

23. Knowledge of how to stimulate business with timely advertising, special prices and restaurant employee incentives.

16 22 40 41

25. Knowledge of the factors in addition to the cost price of foodstuffs which affect the retail price of various menus and dishes.

16 22

32. Knowledge of the uses of information available from inventory control systems.

16 22

Skills:

1. Skill in placing reorders as soon as the need is discovered to assure depth of stock in wanted food items.

16 22

2. Skill in interpreting consumer demand as it applies to the foods and services in the restaurant.

16 22 40 41

3. Skill in keeping up-to-date on restaurant trends through trade journals, wholesalers' and suppliers' aids to restaurant businesses, etc.

16 22

4. Skill in maintaining a close relationship between food stocks and sales.

16 22

5. Skill in considering the promotional possibilities of foods and making preliminary promotional plans when purchasing them for resale.

16 22

6. Skill in keeping informed of competitive conditions in the market area which the restaurant serves.

16 22 40 41

7. The ability to use the restaurant's merchandise order forms.

16 22

10. Skill in taking accurate stock counts of merchandise for ordering, inventory or unit book control correction purposes.

38 39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF MERCHANDISING

Skills:

14. The ability to determine the quantity of foodstuffs to buy when purchasing food items or reordering basic stocks.

    16 22

20. Skill in analyzing daily sales checks for food portions served and frequency of customer orders in an effort to project buying patterns.

    16 22

22. Skill in stimulating business with timely advertising, special prices and restaurant employee incentives.

    16 22 40 41

25. Ability to use information on economic indicators to forecast expected business.

    16 22

27. Skill in analyzing and interpreting past sales records and performance in planning future sales and purchases.

    16 22

28. The ability to determine the psychological effect of prices on a customer.

    16 22 40 41

30. Skill in scheduling stock counts to assure depth of stock in needed foodstuffs and supplies.

    16 22

31. The ability to participate in stock counts for physical inventories.

    38 39 40 19 41 16 22

32. Skill in handling special orders of foods for customers.

    16 22 40 41

33. Skill in interpreting vendor's terms and discounting policies.

    16 22

34. Skill in using forms and records necessary in inventory control.

    38 39 40 19 41 16 22

36. Skill in comparing food costs and such factors as, transportation, discounts, etc., affecting food retail prices.

    16 22

RESTAURANT COMPETENCIES

AREA OF MERCHANDISING

Skills:

39. The ability to effectively analyze proposed food purchases by other management personnel, either authorizing, revising or rejecting the proposed purchase in light of sales and food stock conditions.

    22

Attitudes:

1. Attitude that stockkeeping errors or losses affect restaurant profits.

    38 39 40 19 41 16 22

2. Attitude that complete assortments of menu food items must be maintained at all times to stimulate best sales.

    16 22 40 41

3. Attitude that the manager must be kept informed of low quantity points of staple stocks.

    39 40 41 16 22

6. Attitude that by maintaining regularly scheduled deliveries of basic foodstuffs, such as, dairy products and baked goods the buying responsibility is eased.

    16 22

9. Attitude that a balanced stock of food items is necessary in that maximum volume, customer goodwill, satisfactory profit, minimum investment and rapid turnover can be achieved.

    16 22

11. Attitude that before buying foodstuffs and supplies, salability, seasonableness and amount of stock on hand and on order must be considered.

    16 22

15. Attitude that the type customer being served is the determining factor in buying food items for a restaurant.

    16 22

16. A belief that if the restaurant is to get its share of the business in its market area, food must be bought and sold at competitive prices.

    16 22 40 41

20. Attitude that one must be constantly alert to discover well accepted menus or food items and follow through with additional purchasing and promotional activities.

    16 22

RESTAURANT COMPETENCIES[7]

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

2. Knowledge of the restaurant's billing procedures.

41 40 16 22

3. Knowledge of how to follow-through on references given by credit applicants.

16 22

4. Knowledge of how to deal with slow payers or non-collectable credit accounts.

16 22

7. Knowledge of how to handle and record customer payments of bills.

16 22

9. Knowledge of how to work effectively with credit bureaus to supply and receive credit reference information vital to the restaurant and the credit bureau.

16 22

11. Knowledge of how to maintain a working environment where employees can have a sense of security and reasonable freedom from worry.

40 41 16 22

12. Knowledge of how to help each employee have a feeling of pride in his company and the worthwhileness of his work.

40 41 16 22

13. Knowledge of the ways to make job orientation for new employees friendly, skillful and adequate.

40 41 16 22

14. Knowledge of the methods of training which can be used, such as, telling, showing, demonstration and dramatization.

40 41 16 22

15. Knowledge of how to plan workforce budgets and schedule employee working hours, lunch hours and reliefs.

40 41 16 22

16. Understanding that a personnel organization, by showing lines of authority and responsibility, can be used in hiring and training as well as in increasing employee morale.

16 22 40 41

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[7] Numbers below each competency indicate the number of job which requires the competency. See page 1077 for job number.

RESTAURANT COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

17. Knowledge of the restaurant's procedures for evaluating employees.

40 41 16 22

18. Knowledge of how to use the restaurant's policies for making decisions on hiring, promoting or dismissing employees.

40 41 16 22

19. Knowledge of the qualifications set up for recruiting new employees.

40 41 16 22

20. Knowledge of local and national economic factors, such as, strikes and demonstrations which may influence one's business.

16 22

21. Knowledge of the functions of restaurant maintenance.

38 39 40 19 41 16 22

22. Understanding that proper care of restaurant equipment can help prevent accidents.

38 39 40 19 41 16 22

23. Knowledge of how to develop a restaurant budget within which operations can be realistically controlled.

16 22

24. Understanding that although management plans expense control budgets, the actual control must be carried out by the cooperative effort of all restaurant employees.

38 39 40 19 41 16 22

25. Understanding that seemingly small savings in some expense areas can mean a substantial gain in profits.

38 39 40 19 41 16 22

26. Understanding that careful use of supplies will help control expenses.

38 39 40 19 41 16 22

28. Knowledge of how to authorize customer checks according to the restaurant's policy.

39 40 19 41 16 22

30. Knowledge of the availability and location of guest facilities.

38 39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

33. Knowledge of the factors which influence restaurant arrangement and layout.

40 41 16 22

40. Knowledge of how to record and report federal and state sales taxes.

39 40 19 41 16 22

41. Knowledge of procedures for reporting and handling damaged or broken equipment.

38 39 40 19 41 16 22

42. Knowledge of how to requisition and obtain needed supplies.

38 39 40 19 41 16 22

44. Knowledge of the amount on-hand of various items which is considered an adequate supply.

40 41 16 22

45. Knowledge of the procedures involved in checking food items in against an invoice.

16 22

46. Knowledge of the procedures for handling incorrect amounts or types of food items received.

16 22

47. Knowledge of the uses of forms and reports necessary in stockkeeping.

38 39 40 19 41 16 22

48. Knowledge of the bookkeeping and accounting process that accompanies the receiving system.

16 22

49. Knowledge of the procedures for filing claims for shipment damages, shortages and overcharges on carriers or suppliers.

16 22

50. Knowledge of how to follow-through on non-delivered or lost shipments.

16 22

54. Knowledge of the terms in connection with the merchandise receiving and marking process, such as, buyers' order, invoice, apron, blind check, direct check, receiving record, bill of lading and vendor.

16 22

57. Knowledge of how to analyze and follow-through on food-cost control areas, such as, purchasing, receiving, storing, issuing, production, inventory and sales.

16 22

RESTAURANT COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

59. Knowledge of how to handle employee complaints and grievances, maintaining an objective point-of-view.

    40 41 16 22

67. Knowledge of how to take care of employees' or customers' accidents in the restaurant.

    38 39 40 19 41 16 22

68. Knowledge of how to interview potential employees, obtaining all necessary data and offering them information concerning the business - its operation and policies.

    16 22

70. Knowledge of the names and purposes of significant professional associations - local, state and national - that are of interest to restaurant management.

    16 22

71. Knowledge of how to use records to analyze and supervise the work of employees at different levels.

    16 22

73. Knowledge of how to control expenses in order to provide the highest possible profit.

    16 22

75 Knowledge of how to properly handle records for the effective control of the restaurant's operation.

    16 22

77. Knowledge of how to avoid accidents by following predetermined traffic patterns among tables as well as back and forth from the kitchen.

    38 39 40 19 41 16 22

78. Knowledge of how to use catering service (both in the restaurant and out) to increase business volume.

    16 22 40 41

79. Knowledge of the health and sanitation laws and regulations with which restaurants must comply.

    38 39 40 19 41 16 22

80. Knowledge of how to schedule waiters or waitresses according to ability, seniority, preference for shift, service load, side work and special parties.

    40 41 16 22

RESTAURANT COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

81. Knowledge of the intangibles of business, such as, human relations factors, long-run economic factors and innovations which may influence business.

16 22

82. Knowledge of how to develop a workable food cost control system that is applicable to a particular type restaurant operation.

16 22

83. Knowledge of the restaurant's overhead costs and how to help management keep these costs in line.

38 39 40 19 41 16 22

84. Knowledge of how to have deliveries of food made (whether short-orders or catered dinners) so that they remain in an appetizing form.

16 22 40 41

85. Knowledge of how to calculate and maintain profit and loss records on various food items.

16 22

Skills:

1. Skill in working effectively with credit bureaus to supply and receive credit reference information vital to the restaurant and the credit bureau.

16 22

2. Skill in accurately handling and recording customer payment of bills.

16 22

12. Skill in selecting and using the methods of training best suited to individual situations.

40 41 16 22

13. An ability to make job orientation for new employees friendly, skillful and adequate.

40 41 16 22

14. Skill in carefully selecting and placing employees in jobs which they are physically, mentally and emotionally equipped to perform.

16 22 40 41

15. Skill in selecting and hiring employees whose personal and business growth seem the most promising.

16 22 40 41

RESTAURANT COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

16. Ability to observe and evaluate the operations of similar restaurants in an attempt to increase efficiency in one's own restaurant operation.

    16 22 40 41

17. Ability to determine in various situations the most efficient way to get the job accomplished.

    38 39 40 19 41 16 22

18. Skill in handling and caring for restaurant equipment.

    38 39 40 19 41 16 22

23. Skill in determining shipping and receiving discrepancies and taking the proper action.

    16 22

28. Skill in following through on non-delivered or lost shipments.

    16 22

29. Skill in handling incorrect amounts or types of supplies received.

    16 22

30. Skill in accurately checking purchases in against an invoice.

    16 22

34. Skill in planning and developing a work force budget and scheduling employee working hours, lunch hours and reliefs.

    40 41 16 22

36. Skill in reducing costly errors by maintaining proper records of the restaurant's operations.

    22 16

37. Skill in determining, setting up and interpreting to employees those restaurant policies and procedures that will be most beneficial to the operation and growth of both the business and restaurant personnel.

    22 16

38. Skill in keeping informed of developments and trends that will affect present and future restaurant operations.

    16 22

39. Skill in keeping informed of state, federal and local laws concerning restaurant operation and interpreting their implications for one's own business.

    22

RESTAURANT COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

45. Skill in planning and organizing work.

    40 41 16 22

47. Ability to keep informed of new developments and improvements in equipment and supplies and adapt those to the business that will prove most profitable.

    16 22

50. Skill in avoiding mechanical breakdowns by setting up a sound maintenance program and adhering to it.

    16 22

51. Ability to tactfully identify mistakes employees have made and help them constructively correct them.

    41 40 16 22

52. Ability to establish and maintain a restaurant operation which offers food and services appealing to a large enough number of people so as to guarantee volume and profits.

    16 22

53. Ability to think ahead and plan for any emergencies that might arise.

    22 16 41 40

54. Skill in remembering safety precautions that can eliminate accidents while handling equipment.

    38 39 40 19 41 16 22

55. Skill in placing dishes on trays so that the tray is balanced, easier to carry and less likely to cause breakage or damage to dishes.

    38 39 40 41 16 22

56. Ability to determine when additional employees are needed in order to accomplish desired business objectives.

    16 22

Attitudes:

1. An awareness of the advantages of credit to the restaurant.

   39 40 19 41 16 22

2. An awareness of the advantages of credit to the customer.

   39 40 19 41 16

RESTAURANT COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

4. Attitude that proper records of collections must be maintained.

16 22

6. A belief that each employee should be made to feel his efforts are really appreciated.

40 41 16 22

7. A belief that careful and thoughtful consideration should be given to the probable effect each rule, notice and practice will have on the feelings of all concerned.

40 41 16 22

8. A belief that employees should have a part in planning those things which affect their working conditions.

40 41 16 22

9. A belief that there should be a constant and intelligent effort on the part of management to be absolutely fair in every policy and every practice.

40 41 16 22

10. Attitude that conditions should be such that working proves to be a satisfying social experience as well as a means of making a livelihood.

40 41 16 22

11. A belief that efficient individual workers and an organization that functions smoothly are usually outcomes of effective employee training.

40 41 16 22

12. Attitude that restaurant personnel must be continuously informed of new menus or dishes, price changes and changes in operations through individual or group training.

40 41 16 22

14. Attitude that it is management's responsibility for providing job knowledge and incentive through training.

16 22

15. Attitude that management, supervisors and employees require a framework of policies and procedures within which to operate.

38 39 40 19 41 16 22

16. Attitude that a well kept restaurant is a primary means of attracting and holding business.

38 39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

17. A belief that employees must be trained with regard to safety measures and accident prevention.

    40 41 16 22

18. A realization that expenses are an influential factor in operating profitably.

    40 41 16 22

20. An awareness that special customer services and accommodations build customer goodwill and help increase sales.

    38 39 40 19 41 16 22

24. An awareness that a personnel organization enables the policies of the firm to be carried out and enables each person employed to make a contribution to its successful operation.

    38 39 40 19 41 16 22

25. Attitude that lines of authority should be followed, so that a department head or supervisor's position may not be weakened by management dealing directly with employees on matters that are logically in the supervisor's domain.

    40 41 16 22

27. Attitude that complete records should be kept of all incoming food items for restaurant protection.

    16 22

29. Attitude that employee morale can be maintained and payroll savings brought about by carefully scheduling and budgeting employee working hours.

    40 41 16 22

30. Attitude that attention must be paid to state and local laws regulating the hiring of minors, the use of women for certain jobs, wages and hours and health examinations.

    16 22 40 41

31. Attitude that management must be continuously aware of promotional and transfer possibilities among restaurant personnel in successfully filling job vacancies.

    16 22

32. Attitude that since the future of the business is dependent upon the quality of future managers, a definite program for recruitment and development of future managerial personnel should be a part of every business.

    16 22

34. Attitude that a good supervisor must also be an effective teacher and trainer.

    40 41 16 22

RESTAURANT COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

53. Attitude that established methods should be constantly questioned and new ideas incorporated to improve service to the customer.

    16 22

58. Attitude that the interests of the business can be effectively promoted by active participation in merchants' associations and local community project activities.

    16 22

59. Attitude that a high level of sanitation is necessary to maintain customer patronage.

    38 39 40 19 41 16 22

60. Attitude that in handling restaurant equipment it is well to remember that wear, tear and breakage increases operating expenses.

    38 39 40 19 41 16 22

61. Attitude that it is necessary to take certain business risks in order to incorporate improved operations and increase business.

    22 16

62. Attitude that management must be concerned with the control of items, such as, labor, supplies, utilities, laundry, uniforms and equipment in addition to food-cost control.

    16 22

63. Attitude that patron analysis - a combined study of people, food and creative merchandising - is necessary in order to maintain a high business volume.

    16 22 41 40

64. Attitude that the health and safety of every customer and restaurant employee depend on adherence to sanitation policies and procedures.

    38 39 40 19 41 16 22

65. Attitude that customer relations can be maintained at a high level by scheduling personnel for adequate table and/or counter coverage.

    40 41 16 22

66. Attitude that in order to establish future production schedules for menu dishes, reliable records of daily sales must be maintained.

    16 22

RESTAURANT COMPETENCIES[7]

AREA OF PRODUCT AND SERVICE TECHNOLOGY

Knowledges and Understandings:

1. Knowledge of the ways to interpret the features of a dish or menu in terms of benefits to customers.

39 40 41 16 22

4. Knowledge of sources of menu or food information.

38 39 40 19 41 16 22

7. Knowledge of the locations where various foods may be picked up in the kitchen when serving tables.

38 39 40 19 41 16 22

8. Knowledge of the manner in which various foods or dishes may be served (full dinner, a la carte, etc.).

38 39 40 41 16 22

9. Knowledge of the menu items that may be substituted for others without affecting profits.

38 39 40 19 41 16 22

11. Knowledge of the values of advertising information to restaurant employees.

38 39 40 41 16 22

12. Understanding that adequate food or menu information will enable the waiter to increase sales as well as his earning capacity.

39 40 41 16 22

13. Understanding that food or menu information is a useful tool in opening a conversation with a customer.

39 40 41 16 22

16. Knowledge of the features and customer acceptance of various foods and menus.

39 40 41 16 22

17. Knowledge of protective measures behind standards, grades and labels.

16 22

18. Understanding that grades may be expressed by letters or words.

16 22

19. Understanding that labels taking the form of tags, stamps, wrappers, etc., identify products as to their contents.

16 22

Numbers below each competency indicate the number of job which requires the competency. See page 1077 for job number.

RESTAURANT COMPETENCIES

AREA OF PRODUCT AND SERVICE TECHNOLOGY

Knowledges and Understandings:

20. Understanding that brand or trade names identify products by producer or distributor.

    16 22 40 41

22. Understanding that standardization provides a basis upon which grading can be determined and aids restaurant management in buying foodstuffs.

    16 22

23. Knowledge of various governmental, state and local laws regarding standards.

    16 22

24. Knowledge of the provisions in the Pure Food, Drug and Cosmetic Act.

    16 22

25. Knowledge Federal Trade Commission protective measures as they apply to various products.

    16 22

34. Knowledge of how to appeal to the public's constantly changing food buying and eating habits.

    16 22 40 41

35. Knowledge of how to prepare certain sauces, dressings, etc., according to restaurant procedures.

    38 39 40 41 16 22

36. Knowledge of how to adapt food served to climatic conditions,such as, summer-fresh fruits, salads, vegetables and winter - casseroles, stews.

    16 22 41 40

37. Knowledge of the size of various food portions that may be served without affecting profits.

    39 40 19 41 16 22

38. Knowledge of the restaurant's menu items which have been authorized for "take-out" service.

    38 39 40 19 41 16 22

39. Knowledge of the kitchen preparation time of various dishes.

    38 39 40 19 41 16 22

40. Knowledge of the preparation of various food items on the menu.

    38 39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF PRODUCT AND SERVICE TECHNOLOGY

Knowledges and Understandings:

41. Knowledge of how to set up or prepare tables with linens, china, flatware, crystal, etc. using the correct place-setting rules.

    38 39 40 41 16 22

42. Knowledge of how to use correct table-serving manners and rules of ettiquette.

    38 39 40 41 16 22

Skills:

3. Skill in analyzing foods returned as unsatisfactory by customers to determine the reasons for the return.

    39 40 41 16 22

4. Skill in using facts about the menu items when helping a guest make a buying decision.

    39 40 41 16 22

5. Skill in keeping an accurate record of the supply of foodstuffs on hand and/or the amount to reorder.

    16 22

6. Skill in expressing customer benefits that accompany selling features of menu items.

    39 40 41 16 22

8. Skill in carefully wrapping and packing take-out food orders according to the nature of the food ordered.

    39

11. Skill in using facts from restaurant advertisements during sales.

    39 40 41 16 22

14. The ability to use grades as selling points in answering customers questions.

    39 40 41 16 22

16. Skill in maintaining a usable bank of menu knowledge, selecting that which can be used with individual customers.

    39 40 41 16 22

RESTAURANT COMPETENCIES

AREA OF PRODUCT AND SERVICE TECHNOLOGY

Skills:

21. Skill in suggesting to customers interesting and desirable food accompaniments, such as wines, dressings, sauces, etc.

    38 39 40 19 41 16 22

22. Skill in tabulating a food check, recalling the correct prices for various food items on the customer's tray.

    19

23. Ability to determine whether food is being served according to the best standards of nutrition.

    16 22 40 41

24. Skill in planning menus that offer the customer a well-balanced meal, variety in choice while maximizing on the seasonal availability of various food items.

    22

25. Skill in timing a customer's order - that is, knowing when he (waiter) will need a course, how long it will take to prepare in the kitchen(especially cooked-to-order foods) and when he should return to the kitchen to pick up the food fresh from the broiler, griddle or oven.

    39 40 41

26. Ability to handle foods in such a way as to protect their food values and avoid undue losses.

    39 40 41 16 22

27. Ability to make menu suggestions to customers concerned with calorie, low-cholesterol, salt-free diets, etc.

    39 40 19 41 16 22

28. Skill in suggesting to customers menu selections based on a knowledge of profit value in various menu items.

    39 40 19 41 16 22

29. Skill in garnishing dishes being served in an appetizing way.

    39 40 19 41 16 22

30. Skill in explaining and describing to customers various cuts and origin of meats, using correct terminology.

    39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF PRODUCT AND SERVICE TECHNOLOGY

Attitudes:

1. Attitude that a continual program of training and retraining employees with food service knowledge must be carried out.

   16 22 41 40

2. Attitude that a familiarity with trade journals will supplement food and service knowledge as well as current business trends.

   39 40 19 41 16 22

3. Attitude that a restaurant employee must have sufficient knowledge of the food he sells in order to answer a customer's questions satisfactorily.

   38 39 40 19 41 16 22

4. Attitude that adequate food knowledge creates in the waiter enthusiasm for his work and adds to his self-confidence.

   39 40 41 16 22

8. A belief that adequate food and menu information will help increase sales and promote better customer relations.

   39 40 19 41 16 22

9. A belief that adequate food and menu information will build customer confidence in the restaurant's food as well as in the restaurant.

   39 40 19 41 16 22

10. Attitude that specific food and menu information may be found in advertisements.

    38 39 40 19 41 16 22

12. Attitude that the most important subject in restaurant management is the preparation of menus that attract and sell.

    16 22 40 41

13. Attitude that menu planning requires a constant study of food tendencies since times, conditions, weather, food supply and clientele change so rapidly.

    16 22

RESTAURANT COMPETENCIES[7]

AREA OF SELLING

Knowledges and Understandings:

1. Knowledges of the ways to show or display foods to create interest and desire in customers.

   39 40 41 16 22

2. Knowledge of the ways to demonstrate food preparation to create interest and desire in customers.

   39 40 41 16 22

3. Knowledge of how to provide information about menu items which will create desire or interest in customers.

   39 40 41 16 22

5. Knowledge of how to suggest related or accompanying food items and dishes or larger portions in order to increase the sale.

   39 40 41 16 22

6. Knowledge of how to offer each guest individualized service.

   38 39 40 41 19 16 22

7. Knowledge of the ways to help a guest make a menu decision.

   39 40 41 16 22

8. Knowledge of the customer approaches (such as, greeting, service or combination) which may be used.

   39 40 41 16 22

9. Knowledge of the procedures involved in conducting a cash transaction.

   39 40 41 19 16 22

10. Knowledge of the procedures for conducting a charge transaction. (i.e., Diner's Club, Carte Blanche, etc.)

    39 40 41 16 22 19

11. Knowledge of how to properly handle credit cards during a charge transaction.

    39 40 19 41 16 22

12. Knowledge of how to operate a cash register correctly.

    39 40 19 41 16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 1077 for job number.

RESTAURANT COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

13. Knowledge of the restaurant's procedures for handling foods or dishes being returned to the kitchen by the guest as unsatisfactory.

    38 39 40 19 41 16 22

14. Knowledge of how to make change and count it back to the customer.

    39 40 19 41 16 22

15. Knowledge of how to properly write out food checks.

    39 40 41 16 22 19

17. Knowledge of the importance of credit as a selling tool.

    39 40 19 41 16 22

18. Knowledge of how to translate food or menu knowledge into customer benefits.

    39 40 41 16 22 19

19. Knowledge of the ways to handle customer complaints according to restaurant policy.

    38 39 40 19 41 16 22

20. Knowledge of the restaurant's credit policies, terms and credit plans.

    39 40 41 16 22 19

22. Knowledge of food location within the kitchen.

    39 40 41 16 22

23. Knowledge of the selling features of the menu items and/or services.

    39 40 19 41 16 22

24. Understanding that customer loyalty can be built with timely foods and menus and friendly service.

    38 39 40 19 41 16 22

26. Knowledge of how to analyze customer needs.

    38 39 40 19 41 16 22

28. Knowledge of how to process checks received in payment for meals and services.

    39 40 19 41 16 22

31. Knowledge of the procedures to use when filling telephone orders for foods and services.

    39 40 41 16 22

RESTAURANT COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

33. Knowledge of how to prepare or organize stock for accurate and fast counting during an inventory.

    38 39 40 19 41 16 22

36. Knowledge of the housekeeping duties which must be performed in connection with food, supplies and equipment care.

    38 39 40 19 41 16 22

39. Understanding that effectively handling foods and dishes builds respect for the items in the customer's mind and helps emphasize value.

    38 39 40 41 16 22

41. Knowledge of how to reserve tables in advance for guests, making the best use of available dining space.

    40 41 16 22

43. Knowledge of how to arrange for and supervise the serving of large numbers of guests at dinner parties or banquets.

    40 16 22 41

49. Knowledge of how to provide smooth service by taking guests' orders systematically, using abbreviations for food selections so as to avoid serving guests the wrong orders.

    39 40 41 16 22

50. Knowledge of how to use suggestive selling in situations where customers are unfamiliar with the service, have difficulty in interpreting the menu or have a limited budget.

    39 40 41 16 22

51. Knowledge of feature dishes on which the profit is higher than others.

    39 40 41 16 22

52. Knowledge of the procedures for reporting to the food preparation staff any food item that is not of suitable quality.

    38 39 40 41 16 22 19

53. Knowledge of how to properly wash and sterilize drinking, eating and cooking utensils in compliance with sanitary regulations.

    38 39 16 22 40 41

RESTAURANT COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

54. Knowledge of how to keep silverware, glassware and china clean and shining in quantities necessary for serving.

38 39 16 22 40 41

55. Knowledge of the kitchen methods and procedures required in the preparation of food.

16 22 40 41 39

56. Knowledge of how to systematically and efficiently serve customers at curb-service restaurant facilities.

39 16 22

Skills:

1. Skill in remembering customers' names when serving them.

38 39 40 19 41 16 22

2. Skill in distinguishing a customer's personal characteristics while talking to him.

39 40 19 41 16 22

4. Skill in remembering personal information about individual guests.

38 39 40 19 41 16 22

6. Skill in showing a genuine interest in the customer's problem.

39 40 41 16 22

7. Skill in determining where the customer is in his thinking and proceeding to assist him through the remaining decision in the menu selection.

39 40 41 16 22

8. Skill in opening a sales conversation with a suitable statement or remark.

39 40 41 16 22

9. Skill in determining customers' wants and desires during a menu selection.

39 40 41 16 22

10. Skill in suggesting to customers menu items or services that can be substituted for the unavailable or desired ones.

39 40 41 16 22

RESTAURANT COMPETENCIES

AREA OF SELLING

Skills:

11. Skill in listening for indications regarding the prices a customer wants to pay for a meal.

    39 40 16 41 22

12. Skill in relating a menu item to a customer's needs when talking about it.

    39 40 41 16 22

13. Skill in sensing a customer's objections and handling them as effectively as possible.

    39 40 41 16 22

14. Skill in suggesting larger portions, side dishes, appetizers, desserts, drinks, etc. in an effort to increase the average sale.

    39 40 41 19 16 22

15. Skill in closing service with a statement appropriate to the occasion or the season.

    39 40 41 16 22 19

16. Ability to effectively suggest advertised menus that might satisfy the desires of the customer.

    39 40 41 16 22

18. The ability to determine how to handle individual situations in which food is being returned for some reason.

    39 40 41 16 22 19

23. Ability to question, observe and listen in order to complete a successful sale.

    39 40 41 16 22

24. The ability to provide customers "facts and benefits" with discretion, analyzing and judging their reactions.

    39 40 41 16 22

26. Ability to package take-out orders of food so that it will remain warm and appetizing.

    39 16 22

27. The ability to efficiently handle a cash register.

    39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF SELLING

Skills:

28. The ability to efficiently handle charge transactions.

    39 40 19 41 16 22

29. The ability to efficiently handle a cash transaction.

    39 40 19 41 16 22

30. Skill in helping a customer make a menu selection.

    39 40 41 16 22

33. Skill in showing or displaying foods in a way that creates interest and desire in customers.

    39 40 41 16 22

34. Skill in determining when and how to close a sale.

    39 40 41 16 22

35. Skill in accepting a bill in payment of the food check, mentioning the denomination of the bill, returning some of the change in small silver to enable the guest to leave a gratuity if he wishes to do so.

    39 40 41 16 22 19

36. The ability to tactfully handle difficult guests.

    38 39 40 19 41 16 22

37. Skill in properly writing out food checks.

    39 40 41 16 22 19

38. Ability to serve customers in the manner or style that management desires.

    38 39 40 19 41 16 22

48. Skill in tactfully explaining the reason for the shortage of a selected food item that is "out" and suggesting something that might be equally appealing to the customer.

    39 40 41 16 22 19

49. Ability to prepare short-orders for beverages and food items.

    39 16 22

50. Skill in quickly stripping tables, removing soiled linens and resetting for the next meal.

    38 39 41 40 16 22

RESTAURANT COMPETENCIES

AREA OF SELLING

Skills:

51. Ability to inform busboys far enough ahead when supplies and special services are needed.

    39 40 41 16 22

52. Ability to suggest food items that the customer might have overlooked, such as, butter, cream, crackers as he passes along the cafeteria line.

    19

53. Skill in suggesting an appetizer or another course that a guest may enjoy while waiting for a cooked-to-order meal that will take awhile for preparation.

    39 40 41 16 22 19

54. Skill in remembering what tables and seating arrangements are available when greeting arriving guests so as not to force them to wait while tables are being located.

    40 41 16 22

Attitudes:

1. A feeling that each guest is an "individual."

    38 39 40 19 41 16 22

3. A feeling of sincere interest in customers and their problems.

    38 39 40 19 41 16 22

4. A belief that the job of selling contributes to the well-being of guests.

    39 40 19 41 16 22

5. A strong interest in the foods or services being sold.

    38 39 40 19 41 16 22

7. A feeling that value is added to foods that are handled with care and respect.

    38 39 40 41 16 22 19

8. A feeling that genuine enthusiasm for foods and menus during a sale will help create desire or interest in the customer.

    39 40 41 16 22 19

9. Attitude that customers' objections must be handled and overcome with respect.

    38 39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF SELLING

Attitudes:

10. Attitude that a customer's complaint is an excellent opportunity to build good will.

38 39 40 19 41 16 22

11. Attitude that good display of foods is a prime factor in developing a customer's interest.

39 40 41 16 22

12. Attitude that suggestive selling is a service to the customer and also increases volume and profits.

39 40 19 41 16 22

13. Attitude that the act of selling is helping the customer obtain maximum personal satisfaction for money spent.

39 40 19 41 16 22

14. Attitude that basic food and menu information is necessary to demonstrate good selling practices.

39 40 41 16 22 19

15. Attitude that sufficient understanding of a firm's policies is necessary to truly represent the viewpoint of management to customers.

38 39 40 19 41 16 22

16. A realization of the importance of the employee's position in regard to his public relations function.

38 39 40 19 41 16 22

17. Attitude that the amount of time needed to help one customer (or party) make a menu selection may be double or triple that of another.

39 40 41 16 22

19. Attitude that today's customer chooses the restaurant where the atmosphere is most pleasant.

38 39 40 19 41 16 22

20. Attitude that the guest - by his very act of complaining - is giving the restaurant an opportunity to correct a possible fault in its operation.

41 40 16 22

25. Attitude that customers should be approached promptly and not be kept waiting

38 39 40 41 16 22

26. A belief that one should live up to promises made to customers.

38 39 40 19 41 16 22

RESTAURANT COMPETENCIES

AREA OF SELLING

Attitudes:

30. Attitude that the manager or supervisor must be promptly informed when menu items are not available for which customers ask.

39 40 19 41 16

38. Attitude that the customer is apt to judge the entire restaurant staff by the service he receives in the dining room.

38 39 40 19 41 16 22

39. Attitude that all guests are "friends" of the manager - their patronage is sought.

38 39 40 19 41 16 22

40. Attitude that one should give the best customer service with the customer always first in mind.

38 39 40 19 41 16 22

42. Attitude that uninterested and slow service will not increase business at the lunch counter where quick service is desired.

39 16 22

43. Attitude that any necessary food items that are "out" or in short supply must be reported immediately.

39 40 19 41 16 22

44. Attitude that the possession of an understanding of the firm's policies concerning foods and services helps build customer confidence and restaurant personnel's self-confidence.

38 39 40 19 41 16 22

45. Attitude that the goodwill of the customer is based on his confidence in the quality of the food and his appreciation of the excellence of the service.

38 39 40 19 41 16 22

46. Attitude that since it is the customer's privilege to know about the food he eats, the person serving him should maintain an adequate knowledge of the food served and its preparation in order to answer questions.

39 40 41 16 22

47. Attitude that clean, orderly counters are a method of stimulating sales.

39 16 22

RESTAURANT COMPETENCIES

AREA OF SELLING

Attitudes:

48. Attitude that in order to maintain customer goodwill dishes must sometimes be reprepared, servings be replaced or payment for the meal be refunded.

    39 40 41 16 22

49. Attitude that the business life of a restaurant operation depends upon building a clientele of satisfied customers.

    38 39 40 19 41 16 22

50. Attitude that even though counter service is usually patronized by a customer because of its quick service, the customer must not be made to feel that he is being pushed or rushed for a menu decision.

    39 16 22

51. Attitude that the restaurant sale is more than an exchange of money for food - it is the selling of service and satisfaction as well as food.

    38 39 40 19 41 16 22

52. Attitude that in taking guests' orders it is customary to begin with the guest on the host's right (if he indicates he will not order for the entire party) and move counterclockwise; when a couple is dining, it is customary to ask the lady's escort for her order unless he indicates otherwise.

    39 40 41 16 22

54. Attitude that the best dish on earth is only as good as the manner in which it is served.

    38 39 40 41 16 22

55. Attitude that guests favor two qualities in restaurant employees - courtesy and understanding.

    38 39 40 19 41 16 22

56. Attitude that in order to serve customers quickly and efficiently serving tables or condiment stands must always be well supplied with such items as sugar, napkins, glasses, ice, cream, meat sauces, salad dressings, etc.

    38 39 40 16 22 41

57. Attitude that certain housekeeping duties (such as, cleaning and dusting tables and chairs and vacuuming) must be done in order to promote the restaurant as a clean, desirable place to eat.

    38 39 40 41 16 22

RESTAURANT COMPETENCIES

AREA OF SELLING

Attitudes:

58. Attitude that usually as much of a waitress's (waiter's) time is spent on "side work" as on serving table guests or counter customers. (Example: cutting butter, lemons; refilling sugar bowls, creamers; dusting tables, chairs; inspecting linens before use; etc.).

39 40 41 16 22

59. Attitude that care must be taken to see that menus are neatly folded, clean and ready for use at the dining hours for which they are intended.

38 39 40 41 16 22

60. Attitude that customer confidence is strengthened when served with gleaming china, glassware and polished silverware.

38 39 40 19 41 16 22

61. Attitude that dining can be made much more enjoyable for the guest by quietly and quickly replenishing beverages, food accompaniments and filling any additional request.

38 39 40 41 16 22

62. Attitude that a guest should not be kept waiting for his food check; the check should be presented after the last course has been served or as soon as the guest has finished eating.

39 40 41 16 22

63. Attitude that menu and price signs should be attractively placed, easily read and replaced when they become soiled.

38 39 22 40 41

TABLE 340
RESTAURANTS
ADVERTISING COMPETENCIES

COMPETENCIES	KNOWLEDGES:							SKILLS:							ATTITUDES:						
JOBS:	38	39	40	19	41	16	22	38	39	40	19	41	16	22	38	39	40	19	41	16	22
1		✓	✓	✓	✓	✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2						✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
3		✓	✓	✓	✓	✓	✓						✓	✓	✓	✓	✓	✓	✓	✓	✓
4																	✓		✓	✓	✓
5						✓	✓								✓	✓	✓	✓	✓	✓	✓
6													✓	✓	✓	✓	✓	✓	✓	✓	✓
7						✓	✓			✓		✓	✓	✓			✓		✓	✓	✓
8		✓	✓	✓	✓	✓	✓						✓	✓	✓	✓	✓	✓	✓	✓	✓
9		✓	✓	✓	✓	✓	✓						✓	✓						✓	✓
10						✓	✓						✓	✓	✓	✓	✓	✓	✓	✓	✓
11	✓	✓	✓	✓	✓	✓	✓								✓	✓	✓	✓	✓	✓	✓
12													✓	✓							
13																					
14													✓	✓							
15						✓	✓													✓	✓
16						✓	✓								✓	✓	✓	✓	✓	✓	✓
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25															✓	✓	✓	✓	✓	✓	✓
26						✓	✓									✓	✓		✓	✓	✓
27			✓		✓	✓	✓									✓	✓		✓	✓	✓
28			✓		✓	✓	✓								✓	✓	✓	✓	✓	✓	✓
29		✓	✓		✓	✓	✓														
30		✓	✓		✓	✓	✓										✓		✓	✓	✓
31						✓	✓										✓		✓	✓	✓
32			✓		✓	✓	✓														

TABLE 341
RESTAURANTS
COMMUNICATIONS COMPETENCIES

COMPETENCIES	KNOWLEDGES:							SKILLS:							ATTITUDES:						
JOBS:	38	39	40	19	41	16	22	38	39	40	19	41	16	22	38	39	40	19	41	16	22
1	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3						✓	✓	✓	✓	✓	✓	✓	✓	✓							
4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5			✓		✓	✓	✓													✓	✓
6								✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7								✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8			✓		✓	✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	✓	✓	✓	✓	✓	✓	✓								✓	✓	✓	✓	✓	✓	✓
11			✓		✓	✓	✓			✓		✓	✓	✓		✓	✓		✓	✓	✓
12						✓	✓		✓	✓		✓	✓	✓		✓	✓		✓	✓	✓
13						✓	✓						✓	✓							
14			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓	✓
15		✓	✓	✓	✓	✓	✓								✓	✓	✓	✓	✓	✓	✓
16										✓		✓	✓	✓						✓	✓
17			✓		✓	✓	✓										✓		✓	✓	✓
18													✓	✓			✓		✓	✓	✓
19	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓						✓	✓
20													✓	✓	✓	✓	✓	✓	✓	✓	✓
21															✓	✓	✓	✓	✓	✓	✓
22																				✓	✓
23										✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
24								✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
25								✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
26										✓		✓	✓	✓			✓		✓	✓	✓
27										✓		✓	✓	✓							
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29									✓	✓		✓	✓	✓							
30									✓	✓	✓	✓	✓	✓							

TABLE 342
RESTAURANTS
DISPLAY COMPETENCIES

COMPETENCIES	KNOWLEDGES:							SKILLS:							ATTITUDES:						
JOBS:	38	39	40	19	41	16	22	38	39	40	19	41	16	22	38	39	40	19	41	16	22
1						✓	✓		✓			✓	✓	✓		✓	✓	✓	✓	✓	✓
2						✓	✓		✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓
3															✓	✓	✓	✓	✓	✓	✓
4			✓		✓	✓	✓			✓		✓	✓	✓							
5																	✓		✓	✓	✓
6										✓		✓	✓	✓							
7																	✓		✓	✓	✓
8																	✓		✓	✓	✓
9			✓	✓	✓	✓	✓										✓		✓	✓	✓
10		✓	✓	✓	✓	✓	✓														
11																					
12																					
13																	✓		✓	✓	✓
14			✓		✓	✓	✓			✓		✓	✓	✓							
15									✓			✓	✓	✓							
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19																✓	✓	✓	✓	✓	✓
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21									✓			✓	✓	✓							
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23									✓	✓	✓	✓	✓	✓							
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28													✓	✓	✓	✓	✓	✓	✓	✓	✓
29																✓				✓	✓
30									✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
31		✓	✓		✓	✓	✓		✓	✓		✓	✓	✓		✓			✓	✓	✓
32									✓	✓		✓	✓	✓		✓			✓	✓	✓
33		✓	✓		✓	✓	✓														
34																					
35																					

TABLE 343
RESTAURANTS
HUMAN RELATIONS COMPETENCIES

	KNOWLEDGES:							SKILLS:							ATTITUDES:						
COMPETENCIES / JOBS:	38	39	40	19	41	16	22	38	39	40	19	41	16	22	38	39	40	19	41	16	22
1			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						✓	✓
5			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓	✓
8	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10			✓		✓	✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
11			✓		✓	✓	✓			✓		✓	✓	✓			✓		✓	✓	✓
12	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
13			✓		✓	✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
14	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓	✓
15			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓	✓
16	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						✓	✓
17			✓		✓	✓	✓			✓		✓	✓	✓			✓		✓	✓	✓
18			✓		✓	✓	✓			✓		✓	✓	✓			✓		✓	✓	✓
19		✓	✓		✓	✓	✓			✓		✓	✓	✓			✓		✓	✓	✓
20	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓	✓			✓		✓	✓	✓
21								✓	✓	✓	✓	✓	✓	✓			✓		✓	✓	✓
22								✓	✓	✓	✓	✓	✓	✓			✓		✓	✓	✓
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TABLE 344
RESTAURANTS
MATHEMATICS COMPETENCIES

COMPETENCIES	KNOWLEDGES: JOBS:							SKILLS:							ATTITUDES:						
	38	39	40	19	41	16	22	38	39	40	19	41	16	22	38	39	40	19	41	16	22
1		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
2			✓		✓	✓	✓		✓	✓	✓	✓	✓	✓							
3																				✓	✓
4			✓		✓	✓	✓		✓	✓	✓	✓	✓	✓							
5									✓	✓	✓	✓	✓	✓				✓	✓	✓	✓
6						✓	✓		✓	✓	✓	✓	✓	✓							
7	✓	✓	✓	✓	✓	✓	✓														
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TABLE 345
RESTAURANTS
MERCHANDISING COMPETENCIES

COMPETENCIES	KNOWLEDGES: JOBS:							SKILLS:							ATTITUDES:						
	39	39	40	19	41	16	22	38	39	40	19	41	16	22	38	39	40	19	41	16	22
1		✓	✓	✓	✓	✓	✓						✓	✓	✓	✓	✓	✓	✓	✓	✓
2		✓	✓	✓	✓	✓	✓			✓		✓	✓	✓			✓		✓	✓	✓
3													✓	✓		✓	✓		✓	✓	✓
4						✓	✓						✓	✓							
5	✓	✓	✓	✓	✓	✓	✓						✓	✓							
6	✓	✓	✓		✓	✓	✓			✓		✓	✓	✓						✓	✓
7						✓	✓						✓	✓							
8																					
9		✓	✓		✓	✓	✓													✓	✓
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TABLE 346
RESTAURANTS
OPERATIONS AND MANAGEMENT COMPETENCIES

COMPETENCIES	KNOWLEDGES:							SKILLS:							ATTITUDES:						
JOBS:	38	39	40	19	41	16	22	38	39	40	19	41	16	22	38	39	40	19	41	16	22
1													✓	✓		✓	✓	✓	✓	✓	✓
2			✓		✓	✓	✓						✓	✓		✓	✓	✓	✓	✓	
3						✓	✓														
4						✓	✓													✓	✓
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6																	✓		✓	✓	✓
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8																	✓		✓	✓	✓
9						✓	✓										✓		✓	✓	✓
10																	✓		✓	✓	✓
11			✓		✓	✓	✓										✓		✓	✓	✓
12			✓		✓	✓	✓			✓		✓	✓	✓			✓		✓	✓	✓
13			✓		✓	✓	✓			✓		✓	✓	✓							
14			✓		✓	✓	✓			✓		✓	✓	✓						✓	✓
15			✓		✓	✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
16			✓		✓	✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
17			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓	✓
18			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓	✓
19			✓		✓	✓	✓														
20						✓	✓								✓	✓	✓	✓	✓	✓	✓
21	✓	✓	✓	✓	✓	✓	✓														
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23						✓	✓						✓	✓							
24	✓	✓	✓	✓	✓	✓	✓								✓	✓	✓	✓	✓	✓	✓
25	✓	✓	✓	✓	✓	✓	✓										✓		✓	✓	✓
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28		✓	✓	✓	✓	✓	✓						✓	✓							
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30	✓	✓	✓	✓	✓	✓	✓						✓	✓			✓		✓	✓	✓
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40		✓	✓	✓	✓	✓	✓														
41	✓	✓	✓	✓	✓	✓	✓														
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44			✓		✓	✓	✓														
45						✓	✓			✓		✓	✓	✓							
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47	✓	✓	✓	✓	✓	✓	✓						✓	✓							
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54						✓	✓	✓	✓	✓	✓	✓	✓	✓							
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59			✓		✓	✓	✓								✓	✓	✓	✓	✓	✓	✓
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78			✓		✓	✓	✓														
79	✓	✓	✓	✓	✓	✓	✓														
80			✓		✓	✓	✓														
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82						✓	✓														
83	✓	✓	✓	✓	✓	✓	✓														
84			✓		✓	✓	✓														
85						✓	✓														

TABLE 347
RESTAURANTS
PRODUCT AND SERVICE TECHNOLOGY COMPETENCIES

COMPETENCIES	KNOWLEDGES:							SKILLS:							ATTITUDES:						
JOBS:	38	39	40	19	41	16	22	38	39	40	19	41	16	22	38	39	40	19	41	16	22
1		✓	✓		✓	✓	✓										✓		✓	✓	✓
2																✓	✓	✓	✓	✓	✓
3									✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓
4	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓		✓	✓		✓	✓	✓
5													✓	✓							
6									✓	✓		✓	✓	✓							
7	✓	✓	✓	✓	✓	✓	✓														
8	✓	✓	✓	✓	✓	✓	✓		✓							✓	✓	✓	✓	✓	✓
9	✓	✓	✓	✓	✓	✓	✓									✓	✓	✓	✓	✓	✓
10															✓	✓	✓	✓	✓	✓	✓
11	✓	✓	✓		✓	✓	✓		✓	✓		✓	✓	✓							
12		✓	✓		✓	✓	✓										✓		✓	✓	✓
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24						✓	✓							✓							
25						✓	✓		✓	✓		✓									
26									✓	✓		✓	✓	✓							
27									✓	✓	✓	✓	✓	✓							
28									✓	✓	✓	✓	✓	✓							
29									✓	✓	✓	✓	✓	✓							
30									✓	✓	✓	✓	✓	✓							
31																					
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33																					
34			✓		✓	✓	✓														
35	✓	✓	✓		✓	✓	✓														
36			✓		✓	✓	✓														
37		✓	✓	✓	✓	✓	✓														
38	✓	✓	✓	✓	✓	✓	✓														
39	✓	✓	✓	✓	✓	✓	✓														
40	✓	✓	✓	✓	✓	✓	✓														
41	✓	✓	✓		✓	✓	✓														
42	✓	✓	✓		✓	✓	✓														

TABLE 348
RESTAURANTS
SELLING COMPETENCIES

COMPETENCIES

	KNOWLEDGES:							SKILLS:							ATTITUDES:						
	38	39	40	19	41	16	22	38	39	40	19	41	16	22	38	39	40	19	41	16	22
1		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2		✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓							
3															✓	✓	✓	✓	✓	✓	✓
4		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
5		✓	✓		✓	✓	✓								✓	✓	✓	✓	✓	✓	✓
6	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓	✓							
7		✓	✓		✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8		✓	✓		✓	✓	✓		✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓
9	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10		✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
11		✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓		✓	✓		✓	✓	✓
12		✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓
13	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓
14		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
15		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
16									✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
17		✓	✓	✓	✓	✓	✓									✓	✓	✓		✓	✓
18		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓							
19	✓	✓	✓	✓	✓	✓	✓								✓	✓	✓	✓	✓	✓	✓
20		✓	✓	✓	✓	✓	✓										✓		✓	✓	✓
21																					
22		✓	✓		✓	✓	✓														
23		✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓							
24	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓							
25															✓	✓	✓		✓	✓	✓
26	✓	✓	✓	✓	✓	✓	✓		✓				✓	✓	✓	✓	✓	✓	✓	✓	✓
27									✓	✓	✓	✓	✓	✓							
28		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓							
29									✓	✓	✓	✓	✓	✓							
30									✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	
31		✓	✓	✓	✓	✓	✓														
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33	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓							
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36	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓							
37									✓	✓	✓	✓	✓	✓							
38								✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
39	✓	✓	✓		✓	✓	✓								✓	✓	✓	✓	✓	✓	✓
40															✓	✓	✓	✓	✓	✓	✓
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42																✓				✓	✓
43			✓		✓	✓	✓									✓	✓	✓	✓	✓	✓
44															✓	✓	✓	✓	✓	✓	✓
45															✓	✓	✓	✓	✓	✓	✓
46																✓	✓		✓	✓	✓
47																✓				✓	✓
48									✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓
49		✓	✓		✓	✓	✓		✓				✓	✓	✓	✓	✓	✓	✓	✓	✓
50		✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓		✓				✓	✓
51		✓	✓		✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
52	✓	✓	✓	✓	✓	✓	✓				✓					✓	✓		✓	✓	✓
53	✓	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓							
54	✓	✓	✓		✓	✓	✓			✓		✓	✓	✓	✓	✓	✓		✓	✓	✓
55		✓	✓		✓	✓	✓								✓	✓	✓	✓	✓	✓	✓
56		✓				✓	✓								✓	✓	✓		✓	✓	✓
57															✓	✓	✓		✓	✓	✓
58																✓	✓		✓	✓	✓
59															✓	✓	✓		✓	✓	✓
60															✓	✓	✓	✓	✓	✓	✓
61															✓	✓	✓		✓	✓	✓
62																✓	✓		✓	✓	✓
63															✓	✓	✓		✓	✓	✓
64																					
65																					

SUMMARY AND IMPLICATIONS

In this chapter, the critical tasks of workers in 8 selected jobs in the restaurant category, the competencies needed to perform the tasks and a cross-tabulation of competencies required by workers in the 8 jobs were presented.

Data concerning the critical tasks were obtained through structured interviews with the employee in the job being studied and with the supervisor of this employee. Interviews were conducted in Richmond, Roanoke and Wytheville, Virginia. Selected restaurant management assisted in identifying jobs in a two-step career continuum.

Competencies needed to perform the identified tasks were evaluated by paired distributive specialists. The competencies were clustered around the following areas: advertising, communications, display, human relations, mathematics, merchandising, operations and management, product and/or service technology and selling. In each area, the competencies were listed as knowledges and understandings, skills and attitudes.

The cross-tabulation of competencies shows common cores of competencies in each of the areas.

Although the primary purpose of this step of the research project was to provide a basis for decisions concerning the technical component of the distributive teacher education curriculum, the data should be useful to curriculum workers concerned with high school, post-secondary and adult curriculums. Recommendations for further research concerning the technical phase of the study are included in Chapter VI, Volume I.

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Mr. Walter Judd, Training Director, Sears, Roebuck and Company
* Mr. Ray Killian, Vice President, Personnel, Belk Stores

Variety Stores:

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Mr. H. A. Spangler, Personnel Division, Training Department, G. C. Murphy Company
Mr. J. P. Walker, Assistant Personnel Director, Rose's

Service Stations:

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Mr. W. F. Hardaway, Sales Supervisor, Humble Oil Company
Mr. C. M. Tyler, Supervisor, TBA, Texaco

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Mr. J. C. Lynd, Personnel Director, Winn-Dixie Stores
Mr. C. K. Scarborough, Personnel Assistant, Colonial Stores

Wholesaling Businesses:

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Mr. Leonard Starr, General Manager, Richmond Food Stores

Hotel/Motel & Restaurants:

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Mr. Joel Krisch, President, American Motor Inns, Inc.
* Mr. Jack Moseley, Manager, Jefferson Hotel
Mr. John Shires, Manager, Ponce de Leon

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* Also served on Committee of Distributive Specialists